Online ISSN : 2249-4588
Print ISSN : 0975-5853
DOI : 10.17406/GJMBR

Global Journal

of Management and Business Research: A

Administration and Management



Ready-Made Garment Industry

Impact of Resources Management

Highlights

Role of Affective Commitment

Concept in Manufacturing Industry

Discovering Thoughts, Inventing Future

VOLUME 18 ISSUE 4 VERSION 1.0

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Volume 18 Issue 13 was originally issued as A4

Global Journal of Management and Business Research: A
Administration and Management

Volume 18 Issue 13
Originally issued as A4

Global Journal of Management and Business Research: A
Administration and Management

Volume 18 Issue 4 (Ver. 1.0)

Open Association of Research Society

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USA Toll Free: +001-888-839-7392
USA Toll Free Fax: +001-888-839-7392

Offset Typesetting

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Global Journal of Management and Business Research: a Administration and Management
Volume 18 Issue 4 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Implementation of Benchmarking Concepts in Manufacturing Industry of Bangladesh

By Md. Sharfuddin Rashed & Nesha Ashraf Un
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Abstract- Customers nowadays constantly demand for higher quality, shorter lead times and customization of products at a competitive price. Benchmarking might be a way of measuring a firm's strategies and performance against "best-in-class" firms both inside and outside the industry. The purpose of this paper is to investigate the implementation of benchmarking concept in the manufacturing companies in Bangladesh. Existing literatures and some real life examples of benchmarking implementation in different companies are using for the further study. Study found that seven major stages of the benchmarking process independently pay attention to a specific area, which will add value to the process. Various opportunities like benchmarking opens up organizations to new methods, ideas, and tools to improve their effectiveness for help to solve the problems within organizations. Direction and recommendation for implementation of benchmarking are also given.

Keywords: *quality, lead times, customization, benchmarking process, opportunities, bangladesh.*

GJMBR-A Classification: *JEL Code: L60*

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Implementation of Benchmarking Concepts in Manufacturing Industry of Bangladesh

Md. Sharfuddin Rashed [α] & Nesha Ashraf Un [σ]

Abstract- Customers nowadays constantly demand for higher quality, shorter lead times and customization of products at a competitive price. Benchmarking might be a way of measuring a firm's strategies and performance against "best-in-class" firms both inside and outside the industry. The purpose of this paper is to investigate the implementation of benchmarking concept in the manufacturing companies in Bangladesh. Existing literatures and some real life examples of benchmarking implementation in different companies are using for the further study. Study found that seven major stages of the benchmarking process independently pay attention to a specific area, which will add value to the process. Various opportunities like benchmarking opens up organizations to new methods, ideas, and tools to improve their effectiveness for help to solve the problems within organizations. Direction and recommendation for implementation of benchmarking are also given.

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I. Introduction

Present market scenario of customers is that customers incessantly demand for higher quality, shorter lead times, customization of products, etc. at a competitive price. The increasing competitiveness of the global manufacturing sector resulting from globalization and changing customer's needs motivate the Bangladesh manufacturing companies to evaluate and implement new management tools and philosophies in order to be competitive. Many tools and methodologies for measuring and improving business performance have been developed over the last decade. One such method, widely regarded as one of the most effective methods, is benchmarking (Jain, Rathore, & Yadav, 2008). Kovacic (2007) also mentioned that the growth of the manufacturing sector was the key feature of overall growth during both the regulated and liberalized phases. Benchmarking is a way of measuring a firm's strategies and performance against "best-in-class" firms, both inside and outside the industry (Per & Hollensen, 2001). Benchmarking was one of the most popular and widely adopted management techniques of the 1980s and 1990s and it gained a lot of credit for helping organizations to improve their competitive advantage (Adebanjo, Abbas, & Mann, 2010). Although benchmarking in Bangladeshi manufacturing sector is a relatively new concept.

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Benchmarking considered as an instrument of continuous improvement worldwide (Jain, Rathore, & Yadav, 2008). Benchmarking is emerging in leading-edge companies as an information tool to support continuous improvement and to gain competitive advantage (Asrofah, Zailani, & Fernando, 2010). In order to understand what practices are necessary to reach world class standards, many organizations have begun to use benchmarking as a way of acquiring knowledge (Christppher, Voss, & Blackmon, 1997). According to Talluri & Sarkis (2001), benchmarking has proven to be an effective tool for organizations that seek to improve their operations.

The purpose of this paper is to investigate the implementation of benchmarking concepts in the manufacturing companies in Bangladesh. In this study motor vehicle, electric and electronic industries of Bangladesh are considered. The objective of benchmarking is to understand and evaluate the current position of a business or organization in relation to the "best practice" and to identify areas and means of performance improvement (Asrofah, Zailani, & Fernando, 2010). Varies research already conducted in different countries about the implementation of benchmarking concepts and its various positive and negative consequences. Lee, Zailani, & Soh (2006) conducted a study in Malaysia by the name of "New evidence from Malaysia".

Researcher found that Employee participation was the most influential factors on benchmarking implementation, followed by top management commitment and role of quality department. Researcher also found that benchmarking limitation and customer orientation did not contribute significant impact on the adoptions. Jain, Rathore, & Yadav (2008) conducted a research in India about the benchmarking in manufacturing sector. Researcher found that there is a positive attitude towards adoption of benchmarking concepts. Identification of suitable benchmarking partner was considered to be the most vital problem among Indian manufacturing companies. In that study, motor vehicle, electric and electronic industries were considered. Benchmarking practices, e.g. the manufacturing process and organizational and environmental factors do significantly influence the effectiveness of benchmarking in Indonesia (Asrofah, Zailani, & Fernando, 2010).

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II. Literature Review

Asrofah, Zailani, & Fernando (2010) confirmed the popularity of benchmarking has grown during the last five years. Benchmarking is used in a variety of industries, including services and manufacturing. But it is suggested that benchmarking is still not clearly defined (Talluri & Sarkis, 2001). Although Camp (1989) in earlier defined Benchmarking is the search for industry best practices that lead to higher performance. Benchmarking is defined as most preferred tool (Clarke & Manton, 1997; Jain, Rathore, & Yadav, 2008; Asrofah, Zailani, & Fernando, 2010) which used for business performance development. Gunasekaran (1998) defined Benchmarking as a technique that is all about identifying, capturing, and implementing best practices and this type of benchmarking is usually referred to as best practice benchmarking. Benchmarking helps understand and follow how the best-in-class industries carry out their business activities and eventually lead to learning how to deal successfully with competition from these industries (Meybodi, 2010). Benchmarking companies search dynamically for activities that are able to improve practices and processes continuously and effectively (Rohlfer, 2004). Watson (1993) indicate benchmarking as a continuous search for and application of significantly better practices that lead to superior competitive performance. Bogan & English (1994) stated benchmarking as an on-going search for best practices which when applied and implemented, produce superior performance. Harrington & Harrington (1996) described benchmarking as a systematic way to identify, understand, and creatively evolve superior products, services; equipment's, processes, and practices to improve organization's real performance. According to Moriarty & Smallman, (2009), "Benchmarking is an example motivated teleological process operating within an organization with the objective of intentionally changing an existing state of affairs into a superior state of affairs". American Productivity and Quality Centre (1998) defined benchmarking as the process of improving performance by continuously identifying, understanding (studying and analyzing), and adopting outstanding practices and processes found inside and outside the organization, and then implementing the results. Panwar, Nepal, Jain, & Yadav (2013) concluded with all these definitions that benchmarking is used by any organization to improve its current state of performance. Amaral & Sousa (2009) gives a general definition of benchmarking:

1) *What it is*: A continuous process, tool or structured approach.
2) *What it does*: Measures, evaluates, improves, searches for and learns about products, services, performance, and practices.
3) *With whom it compares*: Comparisons against the best-in-class, world leaders, competition, etc.
4) *Expected results*: To achieve superior performance, compete, and apply knowledge.

Kumar & Chandra (2001) indicated benchmarking is an important tool to best practices in the industry at large and for achieving continuous improvements in industry operations. Benchmarking is rated very positively by the manufacturing industries to implement and follow (Jain, Rathore, & Yadav, 2008). In the manufacturing sector, benchmarking is commonly used where mainly quantitative economic parameters, e.g. inventory turnover, set-up times, lead-time, number of vendors, direct labor time or working time, market share, return on sales, and return on equity are measured (Asrofah, Zailani, & Fernando, 2010). Benchmarking practices are adopted by more and more organizations, the techniques developed by many manufacturers range from the simple type of product benchmarking to various types of benchmarking such as process, function, and strategies (Fink, 1993). Several empirical studies have been carried out in developed as well as developing nations regarding implementation of benchmarking concepts in various industrial sectors (Oliver, Delbridge, Jones, & Lowe, 1994; Brah, Ong, & Rao, 2000; Hinton, Francis, & Holloway, 2000; Ulusoy & Ikiz, 2001; Lee, Zailani, & Soh, 2006; Huq, Abbo, & Huq, 2008; Jain, Rathore, & Yadav, 2008; Magd, 2008; Asrofah, Zailani, & Fernando, 2010; Panwar, Nepal, Jain, & Yadav, 2013). There exists a relationship between type of industry and benchmarking adoption which is proved by (Lee, Zailani, & Soh, 2006). Benchmarking includes identification of improvement opportunities, search for best practices (both inside and outside the industry), and ultimately adaptation and implementation of these best practices in a systematic, ordered and standardized manner in order to address the diversities and specialties of a company's own processes and priorities (Panwar, Nepal, Jain, & Yadav, 2013).

III. Importance of Benchmarking Concept in Manufacturing Industries of Bangladesh

Many people, especially those in small businesses and some of the industries in Bangladesh, simply do not know enough about benchmarking. In Bangladesh most of the electrical and manufacturing industries are running which needed to improve their performance. Benchmarking is the process of adapting outstanding practices from within the organization or from other businesses to help progress performance, in which performance benchmarking is where a company compares its performance to those of others. So industries of Bangladesh needed to follow the developed countries manufacturing process in case of motor vehicle, electric and electronic industries of Bangladesh. A lot of weight is on the importance of

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benchmarking today as a way to improve business (Asrofah, Zailani, & Fernando, 2010). The decision to initiate benchmarking is valuable to industries by opening up many different ideas to processes, approaches, and concerns (Allan, 1997). Benchmarking encourages a company to become open to new methods, ideas, processes, and practices to improve effectiveness, efficiency, and performance (Deros, Yusof, & Salleh, 2006). According to Fernandez, McCarthy, & Rakotobe-Joel (2001), benchmarking is but one of the improvement techniques that have been used by any industries.

IV. Types of Benchmarking

Different benchmarking literature discovered that there are different types of benchmarking followed by different organizations (Asrofah, Zailani, & Fernando, 2010). Corbett (1998) and Asrofah, Zailani, & Fernando (2010) claimed that benchmarking can be classified according to the way it is carried out and the area where it is implemented. Bogan & English (1994) classified benchmarking as process benchmarking, performance benchmarking, and strategic benchmarking.

a) Process Benchmarking

Process benchmarking focuses on the day-to-day operations of the organization (Bogan & English, 1994). Researcher suggested processes or operations can be improved by comparison with processes or operations of benchmarking partners (Panwar, Nepal, Jain, & Yadav, 2013).

Some examples of work processes that could utilize process benchmarking are the customer complaint process, the billing process, the order fulfillment process, and the recruitment process.

All of these processes are in the lower levels of the organization. By making improvements at these levels, performance improvements can be realized quickly. Process benchmarking is result in quick improvement of work towards the organization (Asrofah, Zailani, & Fernando, 2010).

b) Performance Benchmarking

Performance benchmarking emphasizes on measuring competitive positions by comparing the products and services of other competitors (Bogan & English, 1994). It is a comparison of performance measures for the purpose of determining how good the company is, as compared to others. It provides competitive situation of the organization through product and service characteristic comparison (Panwar, Nepal, Jain, & Yadav, 2013). When dealing with performance benchmarking, organizations want to look at where their products or services are in relation to their competitors', based on factors such as reliability, quality, speed, and other product or service characteristics (Asrofah, Zailani, & Fernando, 2010).

c) Strategic Benchmarking

Strategic benchmarking deals with top management. It deals with long-term results. Strategic benchmarking focuses on how companies compete to achieve the target. This form of benchmarking looks at "what strategies the organizations are using to become successful" (Asrofah, Zailani, & Fernando, 2010). This is the type of benchmarking technique mostly used by Japanese firms (Bogan & English, 1994). This is because the Japanese focus on long-term results. It is a study which is carried out when an effort is being made to change the strategic direction of the company (Bhutta & Huq, 1999). Hence, strategic benchmarking involves assessment of strategic, rather than operational substances (Fong, Cheng, & Ho, 1998). Others types of Benchmarking is internal benchmarking (Camp, 1989; Per & Hollensen, 2001; Boxwell, 1994), industry benchmarking and process benchmarking (Camp, 1989; Per & Hollensen, 2001) and competitive benchmarking (Camp, 1989; Boxwell, 1994).

- *Internal benchmarking*: Comparison of performance of units or departments within one organization (Camp, 1989). Dervitsiotis (2000) found that internal benchmarking is often very useful for companies having multiple plants. It facilitates an easy exchange of information regarding best practices. Southard & Parente (2007) pointed out that it is easy to access information within internal functions, and due to a "cohesive single infrastructure" within the organization, transferability of practices is easy and effective. Researchers also identified one limitation of internal benchmarking is that the process to be benchmarked with may not necessarily be the best practice in industry.
- *Industry (functional) benchmarking*: Industry (functional) benchmarking is the measurement of various sides of the company's functional operations and comparison of these to similar measurements from other companies (often industry leaders) within the industry group (Per & Hollensen, 2001). Functional benchmarking involves comparison of processes with the best practices of similar processes of those companies which share some common functionality, but are outside one's industry (Hinton et al., 2000). Functional benchmarking takes place when benchmarking partners are the organizations which are recognized to be the best in similar activities (Hollings, 1992). Disadvantages can be scheduling companies that are already overflowed by benchmarking and therefore reluctant to participate in benchmarking (Per & Hollensen, 2001).
- *Competitive benchmarking*: This type of benchmarking is used against direct competitors. Performed externally, its objective is to compare companies offering competing products, services or

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processes in the same markets (Per & Hollensen, 2001). Competitor benchmarking focuses on the comparison with companies having similar products and processes and which are in direct competition. Hence, competitor benchmarking facilitates access to superior practices of competitors. Obtaining information from direct competitors is always difficult due to the fear of losing competitive advantage (Panwar, Nepal, Jain, & Yadav, 2013; Per & Hollensen, 2001; Southard & Parente, 2007).

- *Process (generic) benchmarking*: Here, similar procedures at dissimilar companies are benchmarked. Although it is considered relatively effective it is difficult to implement. The concept has also been referred to as generic benchmarking because it is not restricted to any industrial structure or market (Per & Hollensen, 2001). The importance of benchmarking as an enabler of business excellence has necessitated a study into the current state of benchmarking in Bangladesh. The major advantage of generic benchmarking is that it provides access to the best practices employed in any industry, regardless of products or services (Panwar, Nepal, Jain, & Yadav, 2013).

V. The Process of Benchmarking

Unfortunately, there is no widely accepted process for conducting benchmarking exercises (Zairi & Ahmed, 1999; Dattakumar & Jagadeesh, 2003; Southard & Parente, 2007) and managers are faced with complex challenges when planning to implement benchmarking (Dervitsiotis, 2000). For example, Bhutta & Huq (1999) reported that some companies have used up to 33 steps, while others have used only four. However, the major stages of the benchmarking process remain relatively similar, independently of the amount of attention given to a specific area, which will add or remove a few steps to/from the process (Prasnikar, Debeljak, & Ahcan, 2005; Southard & Parente, 2007). Benchmarking can also be described as a structured process where the structure of the benchmarking process is often developed by the development of a step-by step process model, which provides a common language within organizations (Spendolini, 1992). Per & Hollensen (2001) expressed benchmarking usually involved seven main stages:

Step-1: Evaluating the key success factors

Key success factors (KSFs) are the limited number of the firm's subject areas in which results, if they are satisfactory, will ensure successful competitive performance for the organization (Per & Hollensen, 2001). Key success factor is a statement on a causal relationship between actual success in business performance and grounds of success (Grunert & Ellegaard, 1992). One must always bear in mind whether the subject area is really important to the success of the company (Per & Hollensen, 2001). The criteria for selecting the subject areas are:

- ✓ KSFs should be of strategic importance to the business
- ✓ Improvements in the indicated KSFs areas will make a significant contribution to overall business results.

Step-2: Assign weight to each key success factors

KSFs are not the same for all firms or industry. They are market and firm specific. Hence, the weights of the different factors (KSFs) must reflect these different conditions. Brainstorming is one method of generating a number of ideas for KSFs (Per & Hollensen, 2001). After this screening the subject areas are prioritized and may be given importance. It is wise to direct attention to a small number of areas, particularly in the early stages of benchmarking.

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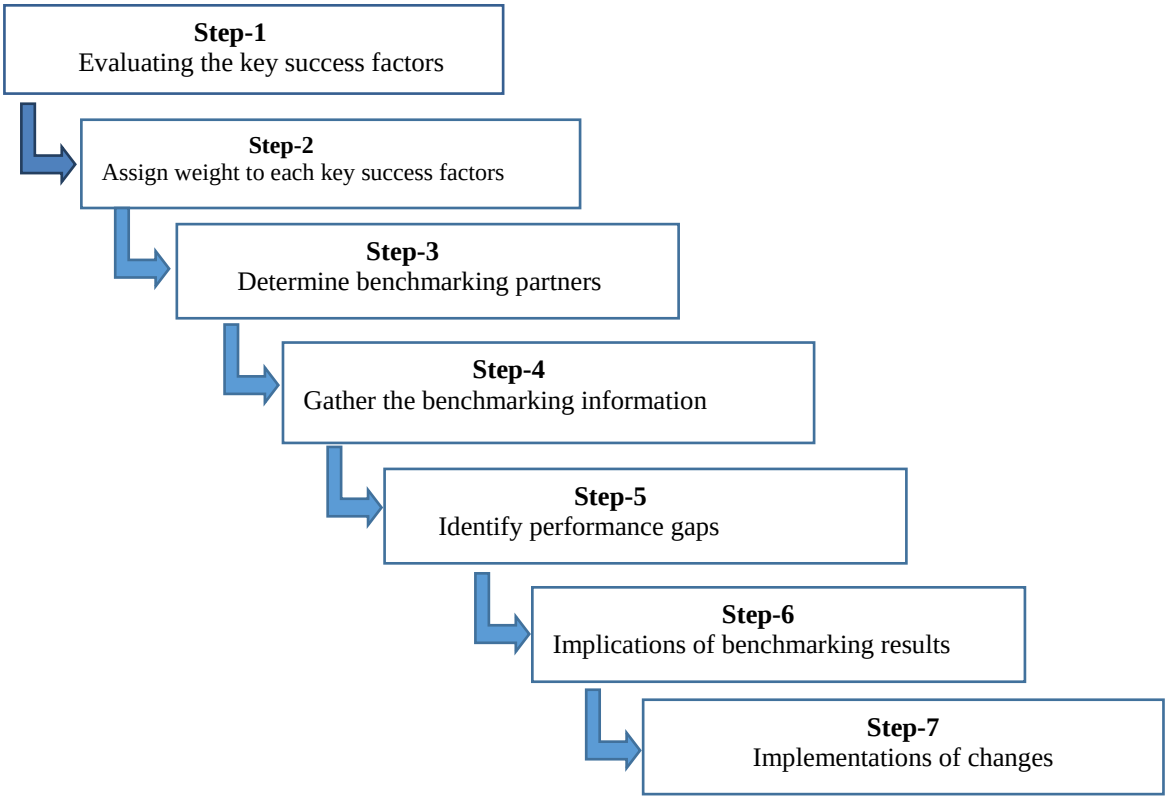


Figure 1: The process of Benchmarking

Step-3: Determine benchmarking partners

Benchmarking partners is important to run the benchmarking process. According to the theory of benchmarking and Kodali (2008) warned it is dangerous to consider many partners because it may complicate and reduces the effectiveness of benchmarking. The following two questions provide the starting point in the search for suitable partners:

- ✓ Who/what is better (at a particular process) than us?
- ✓ To whom is this process a key to survival? (Per & Hollensen, 2001)

Some potential partners may not have much information available; they are normally dropped from the list (Per & Hollensen, 2001).

Step-4: Gather the benchmarking information

The data collection team needs to have uniform collection methods (the same forms seeking the same data in the same way). When choosing a benchmarking approach where you benchmark yourself against another company, which is more effective at a certain process, a high degree of willingness and openness towards co-operation is required.

Step-5: Identify performance gaps

Asrofah, Zailani, & Fernando (2010) identified performance gaps with respect to production and consumption within the organization and then suggest developing methods to close them. The gap between internal and external practices reveals what changes, if any, are necessary. Developing and using measures help to identify the current performance and monitor the direction of changes over a period. Measures identified during the planning stage of benchmarking may also help to determine the magnitude of the performance gaps and select what is to be benchmarked (Vaziri, 1992; Karloff & Ostblom, 1993). Comparisons within and across the industries are said to have their own strengths and weaknesses (Per & Hollensen, 2001). When any project manager with a benchmark project it is important that you ensure that you do not choose inappropriate companies to benchmark against. However, if at a later time you discover that you have chosen a bad starting point it may be an extensive process to reverse the development to the better.

Step-6: Implications of benchmarking results

Companies can be considered as being a set of routines and practices. It is characteristic that the routines and practices have been developed and acquired throughout a longer period of time and that the awareness of their importance often is limited. A central challenge is trying to understand the link between individual and organizational learning (Per & Hollensen, 2001).

Step-7: Implementations of changes

The actual implementation of the planned changes could take place through developing skills of the employees, training and organizational development. Implementation often takes time to be successful. It is crucial for the benchmark concept that

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the company sees the results of the benchmarking process only as a snapshot of the situation. It is up to the management and the employees to change it (Per & Hollensen, 2001).

Different companies have their own benchmarking methods, but no matter which method is used, the major steps involved are as follows: first, measure the performance of the best-in-class relative to critical performance variables such as cost, productivity, and quality; second, determine how the levels of performance are achieved; and third, use the information to develop and implement a plan for improvement (Omachonu & Ross, 1994).

VI. Implementation of Benchmarking in Manufacturing Industries

Implementation is a critical issue for the success of benchmarking exercises (Amaral & Sousa, 2009). Benchmarking is a strategy for implementing changes in organizations. It is a way of measuring operations against similar operations in order to improve business processes (Per & Hollensen, 2001). Two main approaches to benchmarking implementation were identified by the Longbottom (2000): the traditional benchmarking process, associated with the so-called "Traditionalists' perspective"; the diagnostic benchmarking process, associated with the so called "Modernists' perspective". These two approaches differ in terms of objectives, cost, implementation process, supporting tools and type of target organization, among other attributes (Amaral & Sousa, 2009). The traditional benchmarking process focuses on the understanding, comparison and adaptation of key processes and on the development of performance measures (Longbottom, 2000). The diagnostic benchmarking process is based on business excellence selfassessments (Longbottom, 2000; Maire, 2002). Generally, it is linked with excellence models which provide a set of criteria against which any organization can assess itself and identify areas for improvement (Auluck, 2002).

In order to benchmark effectively, a company needs a strong strategic focus and some flexibility in achieving management's goals. To implement benchmarking effectively, adequate planning, training, and open interdepartmental communication are needed (Asrofah, Zailani, & Fernando, 2010). Jarrar & Zairi (2000) and Yasin (2002) suggested that benchmarking is a popular tool worldwide, the reality is that after 25 years of "popularity", only a minority (although significant) of organizations across several countries use best practice benchmarking – the most effective form of benchmarking.

VII. Problems and Obstacles Faced During Implementation

There are many problems can be faced in Bangladesh at the time of implementing the benchmarking system. Elmuti & Kathawala (1997) mentioned that problems associated with benchmarking may occur due to an organization's failure to implement the process properly. Henczel (2002) stated that benchmarking requires a significant commitment of resources such as time, people and money, etc. without any guarantee that there will be a cost benefit. That most companies choose not to benchmark due to the lack of time and resources (Cassell, Nadin, & Gray, 2001; Henczel, 2002). Researchers identified some problems and barriers when industries of Bangladesh will face when going to implement the benchmarking system:

- Identification of suitable benchmarking partner (Vermeulen, 2003; Jain, Yadav, Pal, & Rathore, 2008; Hinton, Francis, & Holloway, 2000; Longbottom, 2000; Lee, Zailani, & Soh, 2006).
- Data comparability (Hinton, Francis, & Holloway, 2000; Jain, Rathore, & Yadav, 2008)
- Lack of resources (Hinton, Francis, & Holloway, 2000; Jain, Rathore, & Yadav, 2008; Kidwell, et al., 2002)
- Lack of staff support (Zairi & Ahmed, 1999; Jain, Rathore, & Yadav, 2008; Bhutta & Huq, 1999; Davies & Kochhar, 1999)
- Problem of confidentiality (Longbottom, 2000; Jain, Rathore, & Yadav, 2008)
- Lack of internal expertise on benchmarking (Kidwell, et al., 2002; Jain, Rathore, & Yadav, 2008)
- Benefits less than cost involved (Jain, Yadav, Pal, & Rathore, 2008; Lee, Zailani, & Soh, 2006)
- Time consuming (Lee, Zailani, & Soh, 2006)
- Lack of understanding of benchmarking concept (Brah, Ong, & Rao, 2000).

These problems and barriers indicate that while benchmarking is acknowledged to be a useful technique, there are still doubts about how it is deployed. There is need therefore for a study to clarify the current state of the use of benchmarking (Adebanjo, Abbas, & Mann, 2010).

VIII. Various Opportunities for Implementation of Benchmarking Concept

Benchmarking has become a popular adopted procedure and is used to gain competitive advantage (Elmuti & Kathawala, 1997). The benefits of benchmarking are a better understanding of strengths and weaknesses of processes, improved cycle time, improved supplier's management, reduced production costs, etc. The number of manufacturers using

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benchmarking techniques has been increasing dramatically. However, due to the lack of a complete understanding of benchmarking, not all organizations find it easy to employ the tools effectively.

Advantages or the benefits of benchmarking are also becoming a powerful management tool because they overcome paradigm blindness. Asrofah, Zailani, & Fernando (2010) stated that benchmarking also opens organizations to new methods, ideas, and tools to improve their effectiveness for help to solve the problems within organizations.

According to Camp (1989) identified two benefits of benchmarking:

- ✓ can enable the best practices from any industry to be creatively incorporated into the processes of the benchmarking function.
- ✓ breaks down the reluctance in making operational changes.

In addition, benchmarking is a valuable tool for setting goals; it is something that is necessary in order to remain competitive and for learning new ideas (Balm, 1996). Benchmarking has proven to be the best discipline for getting people to focus on the customer and for achieving significant improvement in customer satisfaction (Lee, Zailani, & Soh, 2006; Thiagarajan & Zairi, 1998).

IX. Conclusion

From an industry point of view, attention should be given to improve employee participation and quality department should play a proactive role in adopting benchmarking as a strategic tool (Lee, Zailani, & Soh, 2006). This study is a preliminary effort to assess the current status of benchmarking implementation in Bangladesh and has provided some understanding of both the level and nature of benchmarking activities within Bangladeshi manufacturing sector. A particular attention has been paid to identifying the problems which are faced by industry during implementation of successful benchmarking projects. In addition, an attempt has been made to look into the opportunities and problems which companies observe as advantage and problematic to undertake a benchmarking project. The industry sectors which typically show above average levels of benchmarking activities are motor vehicle, electric and electronic industries.

In the current scenario where world is becoming flatter every day, Bangladeshi manufacturing company should continuously improve their position by enhancing their strengths and eliminating their weaknesses. The use of benchmarking in its various forms will add more learning to the companies and evaluate their ability to compete in world market. Bangladeshi manufacturing companies need to look beyond their immediate organizational boundaries for benchmarking partners.

X. Limitations of the Study

However this study is not without limitation. Other environmental and political, social problems and various opportunities of Bangladesh which can play important role in implementing the benchmarking system are ignored here. For example, flexibility to adopt, willingness of industries, political instability and inertia to change etc are the main barriers. This study work based on current literature and various research findings so this study ignored the real field study.

Hence this study conducted under real field study than it will be more authenticated and acceptable.

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Global Journal of Management and Business Research: a Administration and Management
Volume 18 Issue 4 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Impact of Human Resources Management Practices on Organizational Commitment of the Employees of Commercial Banks in Jordan

By Lina Hamdan Mahmoud Al-Abbadi

Abstract- This study aims to examining the impact of Human Resources Management Practices on organizational commitment of the employees of commercial Banks in Jordan. Human Resources Management Practices which were included in the study are: staffing, training and development, compensation, and performance appraisal, on the other hand, the Organizational commitment was measured by three dimensions: affective Commitment, normative commitment, and continuance commitment which was developed by Allen and Meyer (1990).

The study population consists of all employees working in commercial banks in Jordan, samples of 425 employees were selected to represent the study population, and the researchers distributed the questionnaires to the study sample. To achieve the study objective, and to test hypotheses, the statistical program of social studies (SPSS) was used.

The study findings showed that human resources management practices (staffing, training and development, compensation, and performance appraisal) had a significant and positive effect on the employees' commitment of commercial Banks in Jordan.

Keywords: *human resources management, organizational commitment, commercial banks, Jordan.*

GJMBR-A Classification: *JEL Code: O15, E59*



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Keywords: human resources management, organizational commitment, commercial banks, Jordan.

I. Introduction

Modern theoretical philosophy in the world of the business agrees that the human element needs to be taken care of. The reason is that this particular element is more important than all others related to business such as information, etc. In the world of business, it is realized that the criterion of success as to organizations and institutions are measured by the extent to which the human element is taken care of. In particular, senior leaders are becoming more aware of the important role of human resources, which play in the success of their organizations to achieve performance (Al-Hawary & Shdefat, 2016). Consequently, organizations concern more with the human element through creating a department or division which gives more attention to the individuals working for them. By building and maintaining such a workforce, the organization can gain a competitive advantage over its competitors (Sparrow et al. 1994; Al-Hawary & Nusair, 2017; Tayeb, 1995). Human resources contribute directly to achieve strategic objectives (Becker and Gerhart, 1996). Therefore, HRM practices should be central to the organizational strategy (Barney, 1995)

Organizational commitment in its broadest sense has been the target of several studies and research. Business organizations' success is primarily bound by the orientations and behaviors of their human resources. According to Barney (1991), there is an emphasis nowadays on the way the organization's employees work together to form distinctive sources of competition that cannot be copied by competitive organizations. Also, there is an emphasis on the fact that organizational commitment is one of the most issues related to the study of the employee's behavior within the organization, which is an important fact of organizational success (Al-Hawary & Alajmi, 2017).

Commitment is a voluntary dynamic issue which has a mutual relationship with the human resources management practices for the purpose of achieving definite outcomes (Ghabamosi, 2003). Cascio (1992) suggests that today's organizations must gain competitive advantage through the effective utilization of their human resources. Palmer (2006) stressed the fact that the practices of the human resources management do influence organizational commitment. As for as the service sector is concerned, the human resources management is supposed to be of more strategic importance than other managements, simply because the production and creation of a service in its different stages basically depend on human resources. In the sector of banking, for example, it is taken for granted that the human element is the basis of this vital industry. Since the employee is the most important element in service organizations and the secret of their success, these organizations do their best to get to know the behavioral aspects of the employees. However, the success of an organization is not always measured solely or even primarily regarding of economic indicators. In the banking sector, for instance, customer satisfaction is the main performance indicator.

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This study derives its importance through highlighting the practices of the human resources management for being the most important organizational unit that needs improvement. The study also highlights the organizational commitment as a pre-requisite for the individual devotion to his work, which indicates the attitude of this individual to his/her organization.

II. Theoretical Framework and Research Hypotheses

a) The concept of human resources management

Human resource practices are the primary means by which firms can influence and shape the skills, attitudes, and behavior of individuals to achieve organizational goals (Collins & Clark, 2003). HRM is considered a strategic asset and research has indicated that HR policies and practices are an important source of a firm's competitive advantage in the marketplace since they are difficult to imitate (Becker and Gerhart, 1996). The organizational success and excellence primarily depends on the individuals' job performance (Al-Hawary, 2015). Therefore, organizations spare no effort to understand the behaviors of their workers.

Strait forward definitions of human resource management are difficult to find (Ivan & Eleni, 2007. Different scholars and researchers have defined this term differently. A typical handbook usually defines HRM as the management of the organization's employees (Scarpello and Ledvinka, 1988, p. 4). Shonhiwa and Gilmore (1996) define HRM as the "planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance, and separation of human resources to the end that individual, organizational, and societal objectives are accomplished" (p. 16).

Dittmer (2002) viewed HRM practices as an individual's perceptions of the extent of the implementation of the strategies, plans, and programs used to attract, motivate, develop, reward, and retain the best people to meet organizational goals. Ferris et al. (1995) gave a very exhaustive definition of HRM as follows: "Human resource management is the science and the practice that deal with the nature of the employment relationship and all of the decisions, actions, and issues that relate to that relationship". Noe et al. (2006) define HRM as the policies, practices and systems affecting the employees' behaviors and attitudes. Alhiti (2003) looks at HRM as the managements whose responsibility is to enable the organization to build its strategic advantages, maintain and develop them by realistic planning of human resources, appropriate employment, accurate training of human resources as well as constant follow-up and developing the human resources in the organization. We conclude that HRM is the management whose core responsibility is to concern with the human resources in the organization.

b) HRM's Practices

Research in HRM has identified som of practices including ''employee participation and empowerment and job redesign, and performance contingent incentive compensation'' as influential in improving organizational performance (Delaney and Huselid, 1996, p. 949). Schuler and Jackson (1987) proposed a menu for HRM practices which included six major practices: planning, staffing, appraisal, compensating, training and development choices. AL-hawary (2011) found that traditional HRM functions, such as training and development, recruitment, selection, performance appraisal, and Communication and information sharing, are very much practiced by Zain Cellular Communication Company in Jordan. AL-hawary (2015) proposed key practices groupings of Human Resource Management Functions: recruitment and selection, Training & Development, performance appraisal, and compensations and reward.

According to Youndt, et al. (1996), focus on boosting the employees' basic skills through HRM's practices such as choosing the employees, intensive training, broad developmental efforts such as job shifting and mutual interests in addition to adopting and activating the concept of capability, joint problem-solving and encouraging team work to redesign work and motivate collective work (Youndt, et al., 1996). Thite (2004) believes that HRM's strategy can never succeed unless the organizations have a comprehensive philosophy assuring the employees that they work for an organization that takes care of them, develop their abilities and confides in them. The HRM, like other managements in organizations, has two duties: administrative and specialty ones. The first duty includes planning, organizing, leading, supervising and monitoring just like other organizational units. The specialty duty consists of human resources planning, analyzing and describing jobs, and employment procedures: training, performance assessment, division compensations system and incentives as well as vocational safety and caring for employees (Al-Salem & Saleh, 2002; Zwelf, 1993).

c) Organizational Commitment

Organizational commitment predicts the attitude of the individual towards the organization (Al-Hawary & Alajmi, 2017). It also forms the basis for the individual's love of work, and indicates his/her loyalty towards the organization. Also, this commitment is a desirable behavior favored by managers especially when it is translated into actual behavior. The concept of organizational commitment has attracted considerable attention over recent years, and has become a central objective of human resource management (Helen, 1994).

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Organization commitment, according to Meyer & Allen (1991) is a complicated phenomenon describing the psychological force that relates the individual to a certain organization and makes him involved in it (Nwadei, et al., 1979). Porter, Steers, Mowday and Boulian (1974) defined organizational commitment as the strength of an individual's identification with and involvement in a particular organization but then further stated that commitment is characterized by three factors (a) a belief in and acceptance of goals and values, (b) a willingness to exert effort, and (c) a strong desire to maintain membership. Foote, et al. (2005) Believe that organization commitment has been described for a long time that it is the acceptance of the organizational aims, and devotion of efforts on behalf of the organization. Andolsek & Stebe (2004) defined organizational commitment as the attitude of the employee towards a certain organization that affects his/her interactive participation in the current or future organizational activities. Al-Hawary & Alajmi (2017) define organizational commitment as the psychological factor that connects the individual with the organization and makes him interested in its values and makes every possible effort to achieve its aims.

Meyer & Allen (1991) looked at organizational commitment as a multi-dimension structure which they divided into three dimensions which give a more accurate definition of commitment. These dimensions are: Affective commitment refers to employees' emotional attachment, identification and involvement in the organization; ii) the Continuance component refers to commitment based on the costs that employees associate with leaving the organization; and iii) Normative commitment reflects an employee's feeling of obligation to remain with the organization, i.e., persons with a strong sense of normative commitment remain in organizations because they feel they ought to do so (Samad, 2007; Ayeni, et al. 2007, Omar, et al. 2008). The searchers developed a questionnaire as an instrument of measurement. This model and this instrument are to be used in this particular study. Meyer & Allen (1991) did not look at commitment as merely a psychological state that reflects the conformity of the individual with the aims and values of the organization. And therefore their efforts aimed at extending the dominant outlook at that time towards organizational commitment and considered to be a psychological state that reflects the individual's desire or need to be biased towards the organization.

So organizational commitment could generally be described as a psychological state reflecting the relationship between the employee and the organization he/she is working in. This relationship can be understood through analyzing the three types of commitment already mentioned. The nature of the employee's commitment differs according to what sort it is. So an employee with affective commitment stays in his organization out of his desire, but an employee with high continuance commitment stays because needs to. When considering the three sorts of commitment in a group, the employee is expected to have a better understanding of his relation with the organization (Meyer & Allen). The two researchers believe that the conceptual differences between these three types of commitment refer to different reasons and results regarding viewpoints and behavioral acts related to these types of commitment. The researchers also believe that the difference between the three types of commitment lies in the completely different reasons as well as the different attitudes and behavioral results of the three constituents. Meyer & Allen developed an instrument of measurement for the organizational commitment of its three types for the purpose of measuring the three-dimension of commitment.

d) HRM and organizational commitment

Human Resources Management can play an important role in boosting organizational commitment among workers. The Harvard concept stresses that HRM should lead to employee commitment (Al-Hawary & Alajmi; 2017).

i. *Staffing and organizational commitment*

Staffing procedures are considered an effective factor to ensure the best talents. Selection is an important process to maintain a competitive advantage. Wide-scale staffing and recruiting suitable people will pave the way for predicting high performance of all new employees. The adoption of selection policies intended to ensure that only qualified people are to join the organization shows that the organization is prepared to invest the time and resources required for an effective selection process. What is more, recruiting qualified candidates has a negative effect on the performance of the existing employees. They feel that their organization does not appreciate their contribution at all, and that the organization does not care about having a good staff.

Research points out that the process of staffing has something to do with the organizational performance (Al-Hiti, 2003). Al-Hawary & Alajmi (2017) pointed out that staffing has a significant effect on organizational commitment. According to Oglivie, Gaertner & Nollen (1986), organizational commitment on the part of the people working in the organization is related to the institution's awareness of the practices of correct staffing. Thus, the following hypothesis is proposed:

H1: "Staffing" has a positive effect on organizational commitment.

ii. *Training & development and organizational commitment*

Training indicates the different styles adopted by the organization to provide the present and new employees with the necessary skills they need to

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perform their jobs successfully (Dessler, 2003). This will result in several benefits for both the individual and the organization 1) it helps improve the individuals' performance 2) boost their moral as a result of being provided with new experience 3) cope with the accelerating development in the work environment 4) reduce the need of supervision 5) improve the organization's services and increase its productivity 6) reduce the rate of job accidents (Al-Ghamdi, 2009; Al-Hawary et.al, 2013). Ogilvie (1986) suggested that commitment levels could not be changed by a single HRM practice such as a training program or a new benefit program. This style is called 'Training with guaranteed positive outcome'. It is the best style which helps the organization to achieve its goals (Balut, 2002; Hassouna, 2008; Al-Hawary & Metabis; 2013; Al-Hawary & Metabis; 2012). Bartlett (2001) explored effects of training on organizational commitment and found that perceived access to training produced the highest correlations with OC. The results showed that employees perceived the availability of training as support from their employer, which made them more committed to their organization.

As far as 'development' is concerned, it is the process of teaching and providing the employees with the skills they need in their present and future work. It aims to qualify the employees to become managers and concentrates on specific things required by the employee. Training and development allow the organization to compromise between developing its work force's competence and its strategic goals, which may include a new technology or a new customers' base or new products (Shatat, 2003). There is extensive evidence that investment in employees' training enhances the human capital of the organization, which later results in a positive relationship between employee training and organizational performance (Delaney and Huselid, 1996; Koch and McGrath, 1996).

According to Cherrington (1995), a successful training and development program would create more favorable employee attitudes; loyalty and help employees in their personal development and job involvement. Organizations can improve the quality of current employees by providing comprehensive training and development activities after selection of workers. Evidence from the previous research suggest that investments in training produce beneficial organizational outcomes (Knoke & Kalleberg, 1994). Thus, the following hypothesis is proposed:

H2: "Training and development" has a positive effect on organizational commitment.

iii. *Performance appraisal and organizational commitment*

Performance appraisal is "a vital process aiming to explore the performance and behavior of workers in their work, and get them to know their duties and responsibilities well (Naserallah, 2002). Performance appraisal means obtaining facts and specific data that can assist in analyzing and understanding the employee's performance and behavior in his work within a limited period, estimating the degree of his technical and practical competence in performing the duties related to his present and future work (Al-Hawary & Alajmi, 2017). This involves the analysis of occupying a higher standard job in the future. This aims to create chances for progress in work, and to exploit human strength in a way that helps achieve the organization's aims using meeting the needs of workers (Shawish, 2010). Concerning the practice of performance appraisal, Guchait (2007) came up with the result that the appraisal of the employees' performance has an impact on the level of their organizational commitment, for an increase in performance appraisal could make the employees more committed to their organization.

Folger & Cropanzano (1998) and Konovsky & Cropanzano (1991) discovered that employees' perceptions of fair performance appraisal have positive associations with commitment. Performance appraisal (or performance management) systems provide employees with feedbacks on their performance and competencies, and give directions for enhancing their competencies to meet the needs of the organization (Dana, 2002). Chang (2005) also confirmed this fact when he proved that there is a positive relationship between performance appraisal and organizational commitment. Thus, the following hypothesis is proposed:

H3: Performance appraisal has a positive effect on organizational commitment.

iv. *Compensations and organizational commitment*

Compensations and rewards constitute a considerable part of work cost that the organization has to shoulder. Also, they have an impact on the organizational productivity. They include all forms of pay and rewards received by employees for the performance of their jobs" (Snell & Bohlander, 2007, p.378). Most studies have included performance-based compensation as one of the high-performance HRM practices (Huselid, 1995; MacDuffie, 1995; Al-Hawary & Metabis; 2013). As for as compensations are concerned, they are of different types such as a training compensation, rewarding compensations, and temporary compensations, and so on.

For the compensation to have its desired effect, it should be used in suitably. Generally speaking, it should be associated with performance regardless the length of service, reinforce the desired behavior on all levels, provide the desired competition that helps achieve and maintain the high standard of skills needed by the organization. In the meanwhile, compensations have to be suitable to the workers who actually deserve

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them. Providing compensations to a person who is incompetent will result in negative effects that are undesirable (Abdul-Wahab, 2004). O'Driscoll et al. (1999) conducted an empirical study on the satisfaction with rewards in explaining job involvement and organizational commitment. A study by Landau and Hammer (1986) showed that employees who perceived opportunities of advancement in their organization were more committed to their organizations. Thus, the following hypothesis is proposed:

H4: "Compensations and rewards" has a positive effect on organizational commitment.

III. Research Framework

As shown in Figure 1, the study investigates the effect of Human resources management practices on organizational commitment of the employees in the commercial banks in Jordan, where Human resources management practices are positively affect organizational commitment.

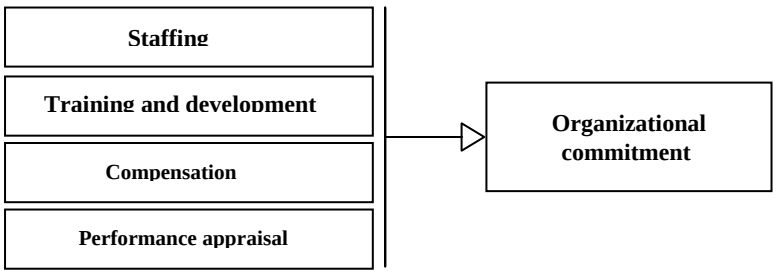


Figure 1: Theoretical Model

IV. Methodology

In this section, we discuss Population and Sample and study tool and Reliability and validity of the study as well as the statistical tests used to evaluate the hypothesis.

a) Population and Sample

The population of the study consisted of employees who are working at commercial banks located in the capital of Jordan (Amman). A sample of 500 questionnaires distributed to employees, 425 usable questionnaires were returned, which are usable for statistics.

Table I: Sample Characteristics

Variable	Category	Frequency	%
Gender	Male	302	71
	Female	123	29
Age	less than 30 years	47	11
	30- less than 40 years	225	53
	40- less than 50 years	102	24
	50 years and more	51	12

There were 123 female and 302 male respondents. Regarding the age groups, Table I indicates that age group between 30 and less than 40 forms the highest percentage of (53 percent), employees with age less than 30 years make (11 percent), employees with age more than 50 years make (12 percent)

b) Study tool

The research instruments were designed using measures from the extant literature, and were scored on a five-point Likert scale. The 27 items five-point Likert scale anchored by "1" strongly disagree to "5" strongly agree was developed to measure human resources management practices were basically derived from Delery & Doty (1996), Al-Hawary & Alajmi (2017), AL-hawary (2011) McDuffic (1995), AL-hawary (2015) Gbadamosi (2003), and Heng (2005). The 16-items constructed to measure organizational commitment were basically derived from Meyer & Allen (1991). Human resources management practices were measured with a five-item scale (staffing, training and development, compensations, performance appraisal), organizational commitment was measured with a three-item scale (affective Commitment, normative commitment, and continuance commitment) developed by Allen and Meyer (1990)

c) Reliability and validity of the survey instrument

The survey instrument with 42 items was developed based on the eight criteria: staffing (ST1-ST6), training and development (TD1-TD7), compensations (CO1-CO7), performance appraisal (PA1-PA7) and the dependent variable, organizational

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commitment with three criteria, affective Commitment (AC1-AC5), normative commitment (NC1-NC5), and continuance commitment (CC1-CC5). The instrument was evaluated for reliability and validity. Reliability refers to the instrument's ability to provide consistent results in repeated uses (Gatewood & Field, 1990). Validity refers to the degree to which the instrument measures the concept the researcher wants to measure (Bagozzi & Phillips, 1982).

Table II: Factor analysis of HRM practices

Variables	Loadings	Eigenvalue	Variance	Reliability
Staffing		3.012	53.264	0.83
ST1	0.60			
ST2	0.62			
ST3	0.63			
ST4	0.59			
ST5	0.66			
ST6	0.64			
Training and development		2.958	41.284	0.89
TD1	0.63			
TD2	0.59			
TD3	0.64			
TD4	0.57			
TD5	0.66			
TD6	0.52			
TD7	0.67			
Compensation		3.116	49.257	0.86
CO1	0.58			
CO2	0.64			
CO3	0.59			
CO4	0.54			
CO5	0.67			
CO6	0.66			
CO7	0.57			
Performance appraisal		2.987	51.213	0.87
PA1	0.53			
PA2	0.56			
PA3	0.64			
PA4	0.66			
PA5	0.63			
PA6	0.62			
PA7	0.58			

Table III: Factor analysis of organizational commitment

Variables	Loadings	Eigenvalue	Variance	Reliability
Affective commitment		3.125	53.267	0.86
AC1	0.69			
AC2	0.67			
AC3	0.72			
AC4	0.73			
AC5	0.68			
Continuance commitment		3.105	44.235	0.83
CC1	0.63			
CC2	0.67			
CC3	0.73			
CC4	0.77			
CC5	0.69			

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Normative commitment		3.287	59.364	0.89
NC1	0.71			
NC2	0.69			
NC3	0.68			
NC4	0.76			
NC5	0.64			
NC6	0.66			

Factor analysis and reliability analysis were used in order to determine the data reliability for the HRM practices, and organizational commitment measures. Factor analysis was performed to assess convergent validity. The results of the factor analysis and reliability tests are presented in Table II and Table III. All individual loadings were above the minimum of 0.5 recommended by Hair et al. (1998). The reliability values were all above 0.8. Thus it can be concluded that the measures used in this study are valid and reliable. On the basis of Cattel (1966) and Hair et al. (1998) criterion, factors with eigenvalues greater than 1.0 and factor loadings that are equal to or greater than 0.50 were retained. 27 items, loading under four dimensions of HRM practices.

d) Psychometric properties and dimensions of HRM practices scale and organizational commitment

Kaiser-Meyer-Olkin and Bartlett's Test of Sphericity has been used as Pre-analysis testing for the suitability of the entire sample for factor analysis as recommended by Comrey (1978), the value of The Kaiser-Meyer-Olkin measure were used to assess the suitability of the sample for each unifactorial determination. The KMO values found (see Table IV) are generally considered acceptable (Kim and Mueller, 1978). All factors in each unifactorial test accounted for more than 60 per cent of the variance of the respective variable sets. This suggests that only a small amount of the total variance for each group of variables is associated with causes other than the factor itself, and Bartlet tests of sphericity was significant at p <0:01, thus, indicating that the sample was suitable for factor analytic procedures (see Table IV).

Table IV: Kaiser-Meyer-Olkin and the Bartlett's Test of Sphericity

Variables	Kaiser-Meyer-Olkin Values	Bartlett's Test of Sphericity	
		Approx.Chi-Square	Sig.
Staffing	0.692	701.235	0.000
Training and development	0.624	645.326	0.000
Compensation and reward	0.694	724.287	0.000
Performance appraisal	0.721	997.826	0.000
Affective commitment	0.728	658.567	0.000
Continuous commitment	0.741	736.238	0.000
Normative commitment	0.799	1023.235	0.000

e) Descriptive statistics analysis

Table V indicates that employees of commercial banks in Jordan evaluate staffing (with the highest mean scores, i.e. M = 3.49, SD = 0.69) to be the highest practice HRM practice applied, followed by Performance appraisal (M = 3.12, SD = 0.89), Training and development (M = 3.06, SD = 0.83), and Compensation (with the lowest mean scores M = 2.97, SD = 0.79).With regard to organizational commitment, employees of commercial banks in Jordan evaluate their normative commitment (M = 3.53, SD = 0.77) to be the highest organizational commitment factor, followed by Continuous commitment (M= 3.46, SD = 0.76), Affective commitment (M = 3.22, SD = 0.76), which were all rated as moderate commitment by employees.

Table V: Summary of Means, and standard deviations of HRM practices and organizational Commitment

Variables	Mean	S.D
Staffing	3.49	0.69
Training and development	3.06	0.83
Compensation	2.97	0.79
Performance appraisal	3.12	1.10
Empowerment	2.99	1.44
Affective commitment	3.22	0.97
Continuous commitment	3.46	0.76
Normative commitment	3.53	0.77

V. Test of Hypothesis

Multiple regression analysis was employed to test the hypotheses. It is a useful technique that can be used to analyze the relationship between a single dependent variable and several independent variables (Hair et al., 1998). In this model, regression analysis on

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HRM practices and organizational commitment was performed in which organizational commitment acts as the dependent variable and HRM practices with the four elements: staffing, training and development, compensations, and performance appraisal, as the independent variables.

From the result as shown in Table VI, the R2 is 0.362, which means that 36.2 per cent of the variation in organizational commitment can be explained by staffing, training and development, compensations, and performance appraisal. The proposed model was adequate as the F-statistic = 50.962 were significant at the 5% level ($p < 0.05$). This indicates that the overall model was reasonable fit and there was a statistically significant association between HRM practices and organizational commitment.

Table VI also shows that Training and development, Staffing, Compensations, and Performance appraisal, had a significant and positive effect on organizational commitment. This provides evidence to support H1, H2, H3, and H4. Based on the values, Training and development has the highest impact on organizational commitment followed by Staffing, Compensations and reward, and subsequently Performance appraisal.

Table VI: Regression results between HRM practices and organizational commitment

Independent variables	Standardized beta
Staffing	0.151
Training and development	0.234
Performance appraisal	0.103
Compensations and reward	0.113
Notes: R 2 = 0.362; Adj. R 2 = 0.361; Sig. F = 0.000; F-value = 50.962; dependent variable, organizational commitment; $p < 0.05$	

VI. Discussion

The findings showed that commercial banks in Jordan concerns with the process of seeking new employees who are experienced and qualified. The investment in this sector of services has recently witnessed a noticeable development in Jordan due to the technological development and the increasing competition among local and foreign banks.

About training & development the findings showed that the practice of training and development reflect the amount of importance given to this practice in bank sector. The purpose is not to waste the resources in this program and not get the benefits wanted. Training opportunities have turned out to be available, and so has the employees' concern about developing their skills and abilities and their interaction with the training programs offered to them. With regard to performance Appraisal the findings showed that the practice which was most applied was performance appraisal, simply because it is the target of competition between Jordanian banks and foreign banks. Performance appraisal indicates the final contribution of the human performance, and therefore it is given attention by both the management and the employees.

With regard to Compensations, the findings showed that, Compensations is applied. The system of wages and salaries in commercial banks is generally satisfactory but not high as expected by employees as compared with the neighboring countries. This is naturally due to the economic situation in the country. However, this is the viewpoint of the employees, which might be exaggerated.

The study also found out a positive impact for HRM practices (staffing, training and development, performance appraisal, compensations) on the employees' organizational commitment. All the HRM practices had a positive impact on the organizational commitment. This was manifested through an analysis of a regression model which showed that the HRM practices had an impact on the organizational commitment of the commercial banks in Jordan. The HRM is considered the channel of communication between the employees and the banks management. It is the administration that is closest to them whose practices are directed to them and intended for them. This will naturally makes them believe that the bank management will reward them for their effort and commitment to it. This belief will finally result in the employee's commitment to his work and to his organization.

This result is consistent with other researchers who found a positive impact of HRM practices on organizational commitment (Al-Hawary & Alajmi, 2017; Meyer & Smith, 2000; Guzzo et al., 2002) indicated that the HRM practices are considered to be effective factors on the increase of organizational commitment among employees. They are a practical way of developing the employees' organizational commitment, and the organization's means to explore and show this commitment, and that commitment is highly affected by the message sent to the employees by the HRM through the practices of HRM itself. HRM practices across sub-activities: staffing, training and development, performance appraisal, compensations, can be used to efficiently manage employees in organizations, affecting the behavior of employees in their efforts to formulate and implement strategic business objectives.

VII. Recommendations and Future Research

Based on the study results, the researcher recommends managers and decision makers need to be more concerned with the HRM practices, especially the practices of (staffing, training and development, performance appraisal, compensations). They need to activate these practices more inside the banks, develop the mechanisms and procedures needed to

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demonstrate them, follow effective styles to execute them and show more interest in the process of employees' empowerment in their work because this is the most effective practice in organizational commitment. Encouraging employees to put forward their ideas and suggestions that aim to develop performance, increasing orientation towards decentralization through authorization and delegating responsibilities and providing more independence to the employees and giving them the chance to manage their work on their own and decide on a mechanism to do it, and involving them in the process of planning an decision-making, especially those decisions that are important to their work.

Managers are also required to pay attention to the established system of compensations and being fair in this regard: Internally, the employee's salary should accord with the number of efforts he makes, and the employees' salaries within the same organization must be equal provided that they have the same job position, qualifications, skills and experiences.

The researcher also recommends that other future research studies be carried out as concerns other practices, or repeating the study on another sector like health sector, or a comparative study between local and foreign banks. This study also tackled some HRM practices. It is also possible to tackle more other practices such as human resources planning, empowerment, job security and taking more care of employees.

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Global Journal of Management and Business Research: a Administration and Management
Volume 18 Issue 4 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

A Study of Planning of Human Resources in Outpatient Department at District Siddha Ayurveda Hospitals in Vavuniya District

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Abstract- Human Resource Planning (HRP) is considered as the first and primary practice of human resource management and plays a crucial role in determining the success of organization. Effective human resource planning allows management to recruit, develop and deploy the right people at the right place at the right time, to meet organizational internal and external service level commitments. Most public organization in Sri Lanka today are facing challenges regarding implementing the effective HRP in order to achieve their goals and objectives. In this sense, indigenous hospitals also face challenges to implement proper HRP system to provide quality service and achieve patient's satisfaction.

In Sri Lankan context, the topic effective HRP in Ayurvedic Hospitals rarely conducted in the past. Hence, there is a research gap prevailing there. Therefore, in order to fill this research gap, this study was conducted with the objective of explore the HRP in OPD at Ayurvedic hospitals in Vavuniya district. In order to achieve the study objectives, primary data were collected from 67 staff of Ayurvedic Hospitals in Vavuniya district. The data were analyzed by using univariate analysis. Findings of the study revealed that, Ayurvedic Hospitals in Vavuniya district implementing HRP in a low level. Moreover, this study provides some recommendations to further improve the HRP system of Ayurvedic hospitals.

Keywords: human resource planning, human resource management, organization, health care.

GJMBR-A Classification: JEL Code: O15

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A Study of Planning of Human Resources in Outpatient Department at District Siddha Ayurveda Hospitals in Vavuniya District

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Abstract- Human Resource Planning (HRP) is considered as the first and primary practice of human resource management and plays a crucial role in determining the success of organization. Effective human resource planning allows management to recruit, develop and deploy the right people at the right place at the right time, to meet organizational internal and external service level commitments. Most public organization in Sri Lanka today are facing challenges regarding implementing the effective HRP in order to achieve their goals and objectives. In this sense, indigenous hospitals also face challenges to implement proper HRP system to provide quality service and achieve patient's satisfaction.

In Sri Lankan context, the topic effective HRP in Ayurvedic Hospitals rarely conducted in the past. Hence, there is a research gap prevailing there. Therefore, in order to fill this research gap, this study was conducted with the objective of explore the HRP in OPD at Ayurvedic hospitals in Vavuniya district. In order to achieve the study objectives, primary data were collected from 67 staff of Ayurvedic Hospitals in Vavuniya district. The data were analyzed by using univariate analysis. Findings of the study revealed that, Ayurvedic Hospitals in Vavuniya district implementing HRP in a low level. Moreover, this study provides some recommendations to further improve the HRP system of Ayurvedic hospitals. This study is useful to improve the quality of HRP system in the organization.

Keywords: human resource planning, human resource management, organization, health care.

I. Introduction

The hospital is an integral part of a social and medical organization. The function of which is to provide for complete health care both curative and preventive for the population. The hospital is also a center for the training of health workers. It is the umbrella organization under which many individual health care professions.

The universal function of the hospital is patient care. The world is moving very fast with modern technology as the same time different types of diseases affect the population. Therefore, outpatient department (OPD) at all the hospitals in the world always over crowded. OPD is one of the sections of hospital. All patients get their first impression of the hospital from OPD. It has been described as the first meeting between the hospital and community. OPD is the mirror of the hospital which reflects the functioning of the hospital.

Therefore, OPD is very important part of every hospital for the management and planning of OPD. Well trained staff is needed. In the OPD, Ayurvedic Medical Officers, Laborers, Sanitary Laborers, Technician, Laboratory Assistant, Attendant, Pharmacist, Masseurs, Traditional Doctors are working. It is very busy at point. Therefore, all the workers or Human Resource [HR] should be well planned to work at right time, right point, right way, for providing good health services to the patients.

In this context, Human Resource Planning (HRP) must be an integral part of health care planning. Because, it is the core function of all planning processes of the health care. A human resources plan must ensure that there is the right number and structure of people in the right jobs at the right time. Human beings are the most important resources in the health care. Further, machines and gadgets which are integral parts of health care require the human touch expertise and commitment for their utility and application in delivery of health care. Therefore, planning of human resources is the key to success of any health care provision.

Based on above research background, this research study explores the planning of Human Resources in Outpatient Department at District Siddha Ayurveda Hospitals in Vavuniya District.

II. Problem Statement

With increase population the patient visit to the OPD increases vastly. Even though the modern techniques are developed vastly, people are more prone to focus on indigenous medicine. Because, there is no side effects on ayurvedic drugs. OPD is the main part for all patients' clearance, indoor patient's admission, referral to special centers such as arthritis, diabetes clinics and the higher centers, investigation of all disease, follow up treatments and rehabilitation procedure.

Free Ayurvedic Dispensaries under controlled of Pirathesa Saba having the work force which does not having any transfers and logging for a long time from the appointment in the same place. These hospitals situated far away from the city area therefore, doctors

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are not willing to go to these hospitals. Even though, once the doctors are appointed to these hospitals they will not stay for a long time. Some other doctors stay very long time without transfers in the same places. There is a transfer scheme available to transfer every five years. Ordinary staffs are staying long time without transfer.

With these all increase needs the effective human resource should be planned well to solve all these challenges. Therefore, all the Human Resources should well plan to work at right time, right point, and right way for providing for good services for the patients. Success of any enterprise depends on whether the right people are in the right places at the right time. That is the nature of human resource planning. So HRP is very important in Ayurvedic hospitals in Vavuniya. A human resource plan must ensure that there is the right number and structure of people in the right jobs at the right time.

Considering above evidences, the researchers of this study would like to conduct a research in order to understand the importance of HRP. Hence, the objective of this study is to explore the Human Resource Planning practices in OPD at Ayurvedic hospitals in Vavuniya district

III. Literature Review

Several researchers stated HRP as follows: According to Walker (1980) defines it as a management process of analyzing an organization's human resource needs under changing conditions and developing the activities necessary to satisfy these needs. According to Vetter (1987), HRP is the process by which a management determines. How an organization should make from its current man power position to its desired manpower position. Though planning a management strives to have the right number and the right kind of people, at the right places, at the right time to do things which result in both the organization and the individual receiving the maximum long range benefit. According to Adhikari (2000) HRP is the process of acquiring and utilizing HR in the organization. It ensures that the organization has right number of employees in the right places at the right time. HRP is the process of formulating plans to fill future openings based on an analysis of the positions that are expected to be recruited and whether there will be filled by inside or outside candidates (Dessler, 2001). According to Geisler (2001) HRP is the process including forecasting, developing and controlling by which a firm ensures that it has right number of people, right kind of people, at the right places, at the right time.

A case study of HRP and Audit of HEG Limited conducted by Yadaw and Dabhade (2014) to analyze the HRP Practices and measure the adaptation by HCG and also the study the employees' perception about the HRP. HEG is the leading manufacturer and exporter of graphite electrodes with a production capacity of 80,000mj per annum in India Bobal, holding ISO 9001 and ISO 14000 certification. The research study is a descriptive study hundred employees and ten officials of HCG limited take as sample unit self-structured questionnaire is designed to collect the primary data to measure adaptation of HRP. It was find that over all employees of different age group is quite satisfied with HR practices and are spending dissimilar service period with the organization. The management has defined the HRP process and system in regular manner within the organization. The HRP framework is a major achievement that enables an organization to ensure how best to use its HR to achieve outputs and outcomes. Employee plays a crucial role in the success of business organization it is important that organization should put consideration and careful planning into HR practices.

Anyadike (2013) has carried out the study on HRP and employee productivity in Nigeria public Organization. This paper as it investigates the role of HRP in ensuring employee productivity in the Nigeria public organizations. Data were derived from secondary sources. This study involved an extensive literature review which critically analyzed the present status, problems and prospects of HRP as part of the roadmap to employee productivity in Nigeria public enterprise. Planning is essential for productivity and organizational effectiveness and efficiency, it acquires best human resources, focuses on corporate goal, utilizes human resources, develops human resources, reduces uncertainty and labor cost, regularizes production, maintains good industrial relation, keeps records, and controls human resources. It is ensuring that people are in the right place, at the right time and in the right number. It is a never ending process which utilizes matching human resources to its demand and supply for effectiveness and efficiency in achieving the overall organization goals. HRP improves when managers emphasize quality over quantity, break down barriers and empower their employees. Managers, Chief Executives and Heads are advised to use reward systems, employee involvement, teamwork and excellent interpersonal relationship to secure high productivity in their various organizations. Velnampy(2012) also indicated that incentives and motivation are inter connected.

Mensah (2012) has carried out a study on an analysis of HRP and its effect on organizational effectiveness-A case study of information services Department, Accra office, the main objective of the study was to examine the effectiveness of HRP and its effect on the information services Department. The specific objectives of the study were, to find out whether there are HRP policies and practices in the information services department, the establish whether the HRP practices and procedures within information services Department are functioning effectively and to find out

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the challenges of the provision of a frame work to guide the implementation of HRP in the Information services Department. The design used for this study is a descriptive survey; the primary data was collected with questionnaire and interview from large number of respondents (100 staff of ISD) in different locations. The data analysis with descriptive statistic which made use of numbers, tables charts and graphs. The study reveal that most of the ISD staff not have in depth knowledge on HRP thus it is not well practiced by the senior officers and also HRP can align the organization with HRP.

IV. Methodology

a) Data Collection Methods

The total population for the study was 77 staffs from all Ayurvedic Hospitals in Vavuniya district. There were different levels of human resources such as Ayurvedic Medical officers, medical officers, and Traditional Medical officers for fracture, Attendants, Laborers, cleaners, Machine operator, Watchers, Masseurs, Dispenser, Pharmacy Laborers, and others. There were 77 (All Human Resource) staffs selected for this research. But only 67 staffs responded. The response rate was 87%.

This study depends on primary and secondary data. The primary data of this study were collected from the respondents through structured questionnaire. The questionnaire contained questions relating to HRP of organization. Further, researchers also employed the observation and interview method to collect the primary data.

During the interview, the interviewer used the form, asks questions and records the answers. Dealing with patients and staffs in our country, this is the best method of this research. The researcher also conducted interviews with key officials of the hospitals such as Medical Officer in Charge, Medical Superintendent and District Coordinator. The researchers also collect the primary data from the Ayurvedic Hospitals in Vavuniya district through the observation.

b) Data Analysis Techniques

The kind of analysis for this study is that of descriptive statistics which made use of numbers, tables, charts, and graphs used to describe, organize, summarize and present raw data. All questionnaires completed during the research process were subjected to the editing process to ensure that the data collection procedure was performed properly. Each completed questionnaire was inspected to determine whether it was usable and Microsoft Excel spread sheet was used to process the data for analysis. Tables and statistical diagrams like bar charts, pie charts and line graphs are also aided in the data presentation.

The collected data was statistically analyzed using Statistical Package for the Social Sciences [SPSS] for windows software. Software packages are important for data analysis as many complicated mathematical computations can be performed very accurately in a very short time and can be reproduced. The statistical methods included descriptive statistics. It is referred to as any approach that attempts to describe data.

V. Results of the Study

a) Implementation of Harman Resource Planning

According to the Table 1.1, 52.6 percentage of the medical officers in the Ayurvedic hospitals in Vavuniya district agreed that Human Resource Planning had been implemented in their organization and 47.4 percentage of the medical officers in the Ayurvedic hospitals in Vavuniya district disagreed that Human Resource Planning had been implemented in their organization.

Table 1.1: Implementation of HRP in Ayulvedic Hospitals

		Medical Officers		Non-Medical Officers		Total	
		Frequency	Percent	Frequency	Percent	Frequency	Percent
Implementation of HRP in Organization	No	9	47.4	6	12.5	15	22.4
	Yes	10	52.6	42	87.5	52	77.6
Total		19	100	48	100	67	100

Source: Survey data2015/2016

87.5 percentage of the Non-medical officers in the Ayurvedic Hospitals in Vavuniya district agreed that Human Resource Planning had been implemented in their organization and 12.5 percentage of the medical officers in the Ayurvedic Hospitals in Vavuniya district disagreed that Human Resource Planning had been implemented in their organization.

Compare both finding 22.4 percentage staff had agreed that human resource planning had been implemented in their organization and 77.6 percentage staff had disagreed that human resource planning had been implemented in their organization.

b) Level of Implementation of HRP

Based on the Table 1.2, only 5.3 percentage of the medical officers in the Ayurvedic Hospitals in Vavuniya district felt that implemented human resource planning was in high level, 21.1 percentage of the medical officers in the Ayurvedic Hospitals in Vavuniya district felt that implemented human resource planning

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was in moderate level and 73.7 percentage of the medical officers in the Ayurvedic Hospitals in Vavuniya district felt that implemented human resource planning was in low level.

Table 1.2: Level of Implementation of HRP in Ayulvedic Hospitals

		Medical Officers		Non-Medical Officers		Total	
		Frequency	Percent	Frequency	Frequency	Percent	Frequency
Level of Implementation of HRP	High	1	5.3	2	4.2	3	4.5
	Moderate	4	21.1	15	31.2	19	28.4
	Low	14	73.7	31	64.6	45	67.2
Total		19	100	48	100	67	100

Source: Survey data2015/2016

Only 4.2 percentage of the medical officers in the Ayurvedic Hospitals in Vavuniya district felt that implemented Human Resource Planning was in high level, 31.2 percentage of the non-medical officers in the Ayurvedic Hospitals in Vavuniya district felt that implemented Human Resource Planning was in moderate level and 64.6 percentage of the non-medical officers in the Ayurvedic Hospitals in Vavuniya district felt that implemented Human Resource Planning was in low level.

Compare both finding most of the staff felt that implemented Human Resource Planning was in low level.

c) Appointing Human Resources at right time

According to Table 1.3, 31.6 percentage of the medical officers in the Ayurvedic Hospitals in Vavuniya district agreed that their organization appoints the Human Resource in the right time and 68.4 percentage of the medical officers in the Ayurvedic Hospitals in Vavuniya district disagreed that their organization appoints the Human Resource in the right time.

Table 1.3: Appointing Human Resources at right time

		Medical Officers		Non-Medical Officers		Total	
		Frequency	Percent	Frequency	Percent	Frequency	Percent
Appointing HR at right time	No	13	68.4	34	70.8	47	70.1
	Yes	6	31.6	14	29.2	20	29.9
Total		19	100	48	100	67	100

Source: Survey data2015/2016

29.2 percentage of the Non-medical officers in the Ayurvedic hospitals in Vavuniya district agreed that their organization appoints the Human Resource in the right time and 70.8 percentage of the Non-medical officers in the Ayurvedic Hospitals in Vavuniya district disagreed that their organization appoints the Human Resource in the right time.

Compare both finding most of the staff in the Ayurvedic Hospitals in Vavuniya district disagree that their organization appoints the Human Resource in the right time.

d) Appointing Human Resource at right place

According to Table 1.4, 42.1 percentage of the medical officers in the Ayurvedic Hospitals in Vavuniya district agreed that their organization appoints the human resource in the right place and 57.9 percentage of the medical officers in the Ayurvedic hospitals in Vavuniya district disagreed that their organization appoints the human resource in the right place.

Table 1.4: Appointing Human Resource at right place

		Medical Officers		Non-Medical Officers		Total	
		Frequency	Percent	Frequency	Percent	Frequency	Percent
Appointing HR at right place	No	11	57.9	27	56.2	38	56.7
	Yes	08	42.1	21	43.8	29	43.3
Total		19	100	48	100	67	100

Source: Survey data 2015/2016

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43.8 percentage of the non-medical officers in the Ayurvedic Hospitals in Vavuniya district agreed that their organization appoints the Human Resource in the right place and 56.2 percentage of the non-medical officers in the Ayurvedic Hospitals in Vavuniya district disagreed that their organization appoints the Human Resource in the right place.

Compare both finding most of the staff in the Ayurvedic Hospitals in Vavuniya district disagreed that their organization appoints the Human Resource in the right place.

VI. Findings of the Study

1. Most of the staff agrees that the HRP is implemented at low level in Siddha Ayurvedic hospitals in Vavuniya. There is no effective HRP.
2. More than half of the staffs commented that the number of staff attached in OPD is in average level. That is shortage of staff in OPD
3. More than half of the medical officers commented that their organization has not formal human resource filling system.
4. Half of the staffs do not feel that their organization properly practice HRP for achieving targets.
5. Most of the medical officers do not feel that their organization properly practice HRP for achieving targets.
6. Majority of the employees feel difficult while performing work with available HR facilities at OPD.
7. Majority of the employees agree that they could perform at the satisfactory level, when there is an increase number of staff in future.
8. All staffs of the Ayurvedic hospitals in Vavuniya district agree that implementation of effective HRP help to achieve the goal of the organization.
9. Most of the employees disagree that their organization appoints the right kind of people at the right place.
10. Majority of the employees say that their organization do not appoints the HR in the right time.

VII. Suggestions and Recommendations of the Study

1. Ayurvedic hospitals in Vavuniya should be paying a great attention on effective implementation of HRP in order to provide the valuable medical service to the people.
2. Create cadre for nurses,, attendant and traditional doctor for further improvement of Ayurvedic treatment in OPD.
3. All vacancy should be filled.
4. Training programme for HRP practices should be given to relevant officers.
5. HRP must be schedule at the right kind of people at the right place at the right time.
6. All medical and non-medical staff should get the transfer after five years in rotation basses. Non-medical officers are staying in one station from their first appointment.
7. There is lack of male staff in Ayurvedic Hospitals in Vavuniya district. So, present male staff should hard therefore equal gender appointment is recommended.

VIII. Conclusion of the Study

HRP is very important in every Siddha Ayurvedic Hospitals in Vavuniya district. It focuses on achieving the appropriate quantity and quality of skilled people in specific positions at the time they are needed. It allows the hospitals to realize its goals, increase the effectiveness and competiveness in the field. HRP helps to reduce future uncertainty and to better operate the organization.

Human resource planning is implemented at low level in all Siddha Ayurvedic Hospitals in Vavuniya district. Hence Siddha Ayurvedic Hospitals should implement an effective human resource planning to deploy the right people at the right place at the right time to enhance the service quality.

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Global Journal of Management and Business Research: a Administration and Management
Volume 18 Issue 4 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Role of Government in Promoting Corporate Social Responsibility: Analysis of the Bangladesh Ready-Made Garment (RMG) Industry

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Abstract- The paper focuses on the role of Bangladesh government in promoting Corporate Social Responsibility (CSR) in the country's Ready-Made Garment (RMG) industry. Based on the four public policy roles proposed by Fox, Ward, and Howard (2002), this paper investigates the point to which the Bangladesh government has facilitated or initiated CSR practices in the selected sector. It reveals that since 2013, the government has taken various noteworthy initiatives from the perspectives of policy formulation, creating enabling environment for practicing CSR, instigating social dialogues, supporting stakeholder engagement, etc. However, it is urgent to adopt measures so that firms get recognition of their positive initiatives and become concerned to violate or ignore the government rules.

Keywords: corporate social responsibility, bangladesh RMG industry, government role, business.

GJMBR-A Classification: JEL Code: L89



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Abstract- **The paper focuses on the role of Bangladesh government in promoting Corporate Social Responsibility (CSR) in the country's Ready-Made Garment (RMG) industry. Based on the four public policy roles proposed by Fox, Ward, and Howard (2002), this paper investigates the point to which the Bangladesh government has facilitated or initiated CSR practices in the selected sector. It reveals that since 2013, the government has taken various noteworthy initiatives from the perspectives of policy formulation, creating enabling environment for practicing CSR, instigating social dialogues, supporting stakeholder engagement, etc. However, it is urgent to adopt measures so that firms get recognition of their positive initiatives and become concerned to violate or ignore the government rules.**

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I. Introduction

Government interest in CSR is comparatively a recent phenomenon. Different contexts and motivations including social demands, social competitiveness, and sustainable development guide government attention (Steurer, 2010). Although there is much evidence that signifies the relationship between government and CSR, the topic remains overlooked by the researchers (Gond, Kang & Moon, 2011). One probable cause is that the government-CSR relationship is counter-intuitive to many researchers.

A large number of researchers argued that CSR activities are voluntary and they are beyond government rules and regulations (Brammer, Jackson & Matten, 2012). On the other hand, many researchers include Gondet. Et al. (2011) offers a typology of the correlation between CSR and government that requires multifaceted interaction between them. They comment that government has the central role in CSR and it is not only self-regulation (voluntary) or substitute governance form that alters government roles but also viewed as self-regulation that is aided by government, coordinated with government and mandated by the government.

The government can encourage CSR using its legal power (Moon, 2005). While traditional soft-laws (voluntary Initiatives) do not require any particular behavior rather than producing regular reports on CSR activities in the firms, Government regulations can be more inclusive and explicit (Moon, 2005). Furthermore, Government regulations can set a binding minimum standard as well as quality assuring systems for environmental protection, health & safety and, employment rights to support CSR. Also, firms work for CSR activity when state regulations provide clear orientations (Barth, Wolff & Schmitt, 2007, 34). The Government can also provide policy and institutional framework that stimulate companies to raise their performance beyond minimum legal standards.

Recognizing new needs, the government in many countries started to participate actively in CSR enacting activities (Steurer, 2010). However, previous literature on government actions in CSR mostly focused on developed countries. Consequently, there is a dearth of research on the issue from developing country's perspectives (Belal, 2001; Belal, 2006; Zabin, 2013). In this perspective, the aim of this paper is to examine the level to which the government of Bangladesh has accelerated CSR practices in the country's Ready-made Garment (RMG) industry.

II. Literature Review

a) CSR

Despite many efforts, a neutral definition of CSR has not been established. According to Carroll (1979), in addition to economic and legal obligations, corporations have ethical duties. Similarly, Bowen (1953) points out that policies or strategies of large corporations have an impact on society. For this reason, business should consider society's values and objectives while preparing and implementing business policies or decisions. The researcher assumes that CSR works in an environment where trade, governmental, legal and societal factors interact under some rules and shared responsiveness.

b) CSR in Developing countries like Bangladesh

CSR in developing countries have some distinctive features. According to Visser (2008), CSR in developing countries is not embedded in corporate strategy and also not rooted in political systems as

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developed countries. Also, in developing countries, CSR is considers as philanthropic, religious in nature. In contrast, philanthropy is a small part of CSR in developed countries where CSR is considered as a way to increase firm's performances (Frynas, 2005).

Bangladesh garment industry has become the lifeline of Bangladesh economy, as it earns more than 80% of its foreign currency. The garment sector launched CSR programs in the early 90s when external buyers put pressure on the owners to follow social compliance of the business. As a result, some issues like the elimination of child labor got initial priority, and the sector has achieved some success in the CSR. Analysing the development of CSR execution in Bangladesh, it is noted that the sector adopted some initiatives due to local or foreign or both pressures, which is a big problem of the industry to execute CSR voluntarily (Zabin, 2013). Consequently, social compliance of the business remains poor (Ahamed, 2013).

Most firms in Bangladesh still considered CSR as traditional practices or philanthropic activities rather than business profit (Zabin, 2013). Hossain, Islam & Andrew (2006) conducted research based on companies' financial reports and found that only 8.33% companies disclose their social and environmental information in the annual reports. Sobhan (2014) has conducted a study on CSR in Bangladesh and found that most of the respondents understand the concept of CSR but do not align with government policies or advises.

Due to insufficient CSR implementation, women workers became the most vulnerable group in the sector (Shoma, 2017). Her findings argued that weak legislative execution, lack of effective trade unions and group bargaining power, sexual harassment, wage discrimination and irregular payments undermine the rights of women workers of the sector. Haque & Azmat (2015) also depicted gender discrimination in the industry. Compiling from various sources, they identified six CSR themes for Bangladesh garment industry. Under these six themes, they also classified existing problems in the RMG sector for improving social compliances.

Table 1: CSR in Bangladesh Garment (Haque & Azmat, 2015)

CSR Themes	Issues identified
Occupational Health and Safety (OHS)	• Unhealthy working environment • Fire risk • Lack of fire exit and fire alarm • Work- related injuries and diseases.
Fair Pay	• Low wage • Female workers get a lower wage.
Legal Aspect	• Tax evasion • Violation of national and international rules, compliances, • Informal recruitment, unfair firing, • Lack of transparency and accountability, Corruption in the public sector
Social Welfare/Work-Life Balance	• No social/security schemes available • Limited recreation opportunities • Lack of childcare facilities • Rare weekly holidays • Lack of transportation and proper accommodation • Hampered family life due to excessive working hours.
Labor Rights	• Lack of enforcement of ILO core labor rights, • Weak and male-dominated trade union, • Lack of weekend, • Unsuitable working environment for practicing national and international labor rights.
Environment	• Lack of following national building code and general environmental requirement while building the factory, • Few have active Effluent Treatment Plant, • Indifference to urban planning, • Adverse environmental impact on neighborhood including increased air and sound pollution.
Gender Issues	• Salary and wage discrimination, • Women are more vulnerable to the work-related illness, sexual harassment, • Many female workers do not get maternal leave, • Women are not aware of their rights,
Fair Trade	• Compliance issues mostly ignored in subcontracted factories, • Unpaid, payment delay is frequent, and • Three tiers firms are more vulnerable to the industrial accident.

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The 'Rana Plaza' incident also shows that CSR is not practiced in Bangladesh garment industry properly. After the tragic event, national and international media, civil society organizations and foreign buyers criticised government because of its ineffective role in governing the sector (Siddiqui & Uddin, 2016). Thus, for sustainable development of garment industry, it is important to strengthen government roles and initiatives to reduce environmental pollution, improve occupational health and safety, ease gender-based discrimination, and ensure labor rights (Masud, Hoque, Hossain & Hoque, 2013; Zabin, 2013; Mausumi, 2017). All these attempts will foster exportability of Bangladesh garment products.

III. Objectives of the Paper

There are about 6000 garment factories in Bangladesh, and the sector has significant contributions towards country's recent economic development (Haque & Azmat, 2015). However, to supply products at low price, many companies sacrifice CSR to reduce production cost. Consequently, labor conditions, safety at work, natural environment deteriorate. Although other stakeholders like brands, firms, and civil society launched some initiatives (e.g., Accord, Alliance), these are for short period of time and less comprehensive (Haar & Keune, 2014). In this condition, the state should approach for the sustainable solutions to the problems. The future of the sectors largely depends on how government policies will regulate the sectors. In this way, the objective of this paper is to investigate the extent of Bangladesh government's role in fostering CSR implementation in the garment industry. The findings would be helpful for the government to locate its loopholes and work accordingly. Also, contextual information on CSR is limited in the global supply chain. This attempt will examine the roles of government institutions and their decision-making and bring to light the potentials of CSR in developing country.

IV. Theoretical Underpinning of the Research

This paper used the useful model of Fox, Ward, and Howard (2002) to analyze government roles in Bangladesh's context. They made categories and examined four public sector roles in creating the better environment for practicing corporate social responsibility.

Table 2: Public Sector Roles (Fox, Ward, Howard, 2002)

Public Sector Roles			
Mandating	"Command and control" legislation	Regulators and inspectorates	Legal and fiscal penalties and rewards
Facilitating	Enabling legislation	Creating incentives	Capacity building
	Funding support	Raising awareness	Stimulating markets
Partnering	Combining resources	Stakeholder engagement	Dialogue
Endorsing	Political support		Publicity and praise

a) Mandating

The government set some minimum standards within the existing legal frameworks that industry should follow. Through mandating, the government can catalyze innovation in the business and inject some requirements that firms must follow. For example, firms should adopt available modern techniques, best practices, code of conduct to manage the commerce and its environment.

b) Facilitating

The government acts as a secondary agent or a supporting actor. Government creates enabling environment so that firms feel motivated and engage themselves in CSR related activities. For example, the government can arrange training programs, campaigns, and awareness building actions. Furthermore, the public sector can develop or encourage suitable CSR management techniques and execute international principles.

c) Partnering

The idea of partnership is significant for the CSR program. Through the partnership, complex societal or environmental issues can be solved with the participation of various stakeholders including local and central governments, between government, international organization, civil society, business, and workers organization. The government can be solely a participant, convenor or organizer. Such partnerships can create business profits, improve social development impact, as well as add constructive value for the government.

d) Endorsing

Public sector authorization can take various practices incorporating via policy document, practices in the government sector, or straight recognition of any firm or individual through providing the award; even recognition can happen when the political dignitaries praise individuals endeavor in their speech.

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V. Methodology

This is explorative research aiming to analyze government roles in supporting CSR in Bangladesh garment industry. The research used both primary and secondary. The primary data came from the researcher's master's thesis. The researcher conducted 25 open-ended interviews in the participation of various stakeholder of the industry including industry owners, workers, human rights workers, trade union leaders, and journalists. The sources of secondary data included journals, magazines, annual reports of Bangladesh government, newspaper articles, policy documents of the government, NGOs reports, and website materials including the Department of Inspection for Factories and Establishments (DIFE).

VI. Result

After Rana Plaza incident in 2013, the miserable working conditions and labor rights came under serious scrutiny. The incident creates pressure on the owners, buyers as well as government because of their ineffective roles. In addition, national and international media reports added extra pressure on the respective stakeholders. Consequently, the brand 'Made in Bangladesh' faced enormous challenges to continue its global recognition and business. To minimize the difficulty and uphold its global image, the government of Bangladesh initiated different programs.

Although the four public policy roles disclose overall initiatives of the government, distinctions among these roles are not always clear. For example, one single program of the government can be leveled as facilitating, partnership and endorsing responsibility. However, one big advantage of these roles is their generality power. Similarly, in Bangladesh case, it is quite difficult to differentiate all programs under these categories. Therefore, the author tries to encompass major initiatives of the government to discourse how the government plays its various roles and responsibilities for creating the effecting environment for implementing CSR (See Table 3).

a) Mandating Role of Bangladesh Government

Bangladesh labor law is the prime legal framework that shapes minimum standards for safety and labor rights in Bangladesh. The government of Bangladesh amended its labor law in 2013 to ensure safety and security of the workers. Regarding safety, the regulation indicates that all factories should have active and usable emergency exit stairs, active fire alarms, unhindered passage, regular fire check in the factory. In addition to physical safety, the law also incorporates workers rights including the formation of the trade union, OHS (Occupational Health and Safety) committee at the factory level. Furthermore, the law mentioned about formal appointment contacts between owners and employees, working hours, rights of women workers, and implementation of minimum wages, encourage collective bargaining while needed. The owners should maintain workers register for better management, set job termination process, compensation, introduce group insurance for the workers, maternity leave and benefit, daily and weekly fixed working hours.

Besides, amending the law, Bangladesh government formulated National Occupational Safety and Health Policy in October 2013 to improve occupational safety, health and workers rights. The plan covers all sectors of the country including ready-made garment. According to the policy, the authority should implement related national laws and international declarations, conventions and take every step to protect health and wellbeing of the employees. Additionally, the authority should maintain register containing the number of the accident with casualties. Furthermore, the policy distributed the roles and responsibilities of the respective stakeholders. Furthermore, it also adopts provision of to prevent future disruption of the policy (Better work, 2017; Barua & Ansary, 2017).

Table 3: Major recent initiatives of Bangladesh government

Public Sector Roles / CSR themes in Bangladesh RMG	Mandating	Facilitating	Partnering	Endorsing
1. OHS 2. Fair Pay 3. Legal Aspect 4. Social Welfare/ Work-life Balance 5. Labor Rights 6. Environment 7. Gender Issues 8. Fair Trade	A) Amendment of Bangladesh Labor Law-2006 B) Formation of National Occupational Safety and Health Policy C) Minimum Wage Increased D) Bangladesh government offering Eco-finance	A) Capacity building of DIFE B) Garment Village C) Compliance Monitoring Cell D) Taskforce on Occupational Safety E) Social dialogue and harmonious industrial relations F) Changing gender norms for garment workers	A) National Tripartite Plan of Action (NTPA) B) Accord & Alliance C) Rana Plaza Trust Fund D) Government partnership with 2030 Water Resources Group	A) Annual Report B) National export trophy C) Government Commitment

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Furthermore, after the massive protest against low salary, Bangladesh government increased minimum wage for the garment workers. While RMG workers were got the minimum monthly salary of 38USD and average 78USD, since December 2013, the government increased 77% minimum payment to BDT 5,300/month (US$68) (Haq & Azmat, 2015). Moreover, to build the environment-friendly factory, the government of Bangladesh is offering bank loans for garment sector at 9% interest rate. As a result, green factories in Bangladesh are increasing.

b) Facilitating role of Bangladesh Government

The Department of Inspection for Factories & Establishment (DIFE) plays the main role in implementing law and other safety and security-related laws. Currently, DIFE enforces at least 46 labor laws, rules and regulations to ensure workers safety and upgrade working environment. Recently, the government has accelerated the department and increased human resources for boosting monitoring activities of the RMG factories. An accountability unit has inaugurated to ensure transparency of the department's activities. Factory inspections reports and related risks and information are being uploaded to the website. It established a database dedicated to the RMG sectors. The government has created 392 new inspectors posts. Besides, various training activities also have taken with the cooperation of ILO to increase the capacity of the government personnel. The government is implementing better work programs with the help of ILO. Under these programs, government arranges training, workshops; seminars are being arranged around the year. The trainings focus on protesting sexual violence, reducing sexual harassment of female workers, and workplace cooperation for better harmony in the workplace. (Ministry of Labor and Employment, 2018)

Besides, Government decides to set up a textile village in the district of Tangail through a public-private partnership. The proposed project will adopt green technology and will consider environmental impacts of the textile mills. Additionally, Export Promotion Bureau (EPB) has established compliance monitoring cell to monitor social compliances, labor rights, and workers welfare in the ready-made garment industry of Bangladesh. An occupational safety taskforce in RMG has also prepared short, mid and long-term plan considering four risks including fire, building and environmental security.

Likewise, Bangladesh government has created a tripartite advisory council to advise government relation to labor rights and other issues. One of the main aims of the authority is to resolve undesirable situation including labor unrest through dialogues. Government is implementing a project for the period of 2016-2021 with the help of Sweden & Denmark governments and technical support of ILO to mitigate the crisis in the sector through dialogues. One of the main aims of the project is to enhance social dialogues for the sustainable, harmonious relation between workers and employers. The government has completed another project title changing gender norm of garment employees to increase awareness about gender sensitiveness in the sector (Ministry of Labor and Employment, 2018).

c) Partnering role of Bangladesh Government

The government of Bangladesh, employers and employees organizations agreed on a tripartite statement of commitment to improving fire safety in the Bangladesh garment industry in January 2013. However, after the tragic accident of Rana Plaza, the commitment incorporated structured integrity of factories and extended as National Tripartite Plan of Action (NTPA). Under the NTPA, a tripartite committee formed as the observer of the implementation of NTPA. ILO assists in the execution and coordination of the plan while better work plays a lead role in the tripartite committee. Under this initiative, BUET (Bangladesh University of Engineering and Technology) inspected targeted 1500 garment factories and identified fire and structural risks. The examined report is uploaded to the DIFE website. The inspection has identified 300 factories that need modifications and DIFE resend the report to the authority for corrections. Along with NTPA, international buyers formulated two other important programs with similar target titled *The Accord on Fire and Building Safety* and *The Alliance for Bangladesh Worker Safety* with an objective to make the sector safe and sustainable. Under these initiatives, a total of 150 factories gone through review panel as these factories have safety and structural hazards. According to the decision of the review panel, 39 factories permanently closed their production, 42 factories were partially shut down, and another 69 factories were permitted to operate business following some recommendations (Ministry of Labor and Employment, 2018).

Another noteworthy partnership program is 'Rana Plaza Donors Trust Fund'. Immediately after the incident of Rana Plaza, funds were needed for the treatment of wounded workers and their rehabilitation. In this situation, Prime Minister Relief Fund played a key role while BGMEA, Primark, and some development partners contributed to the fund. For long-term support of the sufferers, government, employers, trade unions, NGOs together formed Rana Plaza Coordination Committee (RPCC) with a target of supporting treatment and financial support for the victims. In January 2014, Rana Plaza Donors Trust Fund launched to manage the fund to rehabilitate the sufferers. On June 2015, RPCC announced that Rana plaza trust fund already received USD 30 million as donations (Barua & Ansary, 2017).

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Since 2015, Bangladesh government is working with 2030 Water Resource Group as a participant of Multi-Stakeholder Partnership targeting to ensure wastewater treatment as well as to boost efficient management of water in the apparel sector of Bangladesh. In a speech on 17 January 2017, Honourable Prime Minister of Bangladesh said,

"Our work with 2030 WRG' is focusing on the following areas: mobilising and facilitating large-scale finance for wastewater treatment infrastructure; enhancing fiscal and non-fiscal incentives for wastewater treatment, recycling and efficient use; establishing a valuation methodology for water use across Bangladesh; improving institutional setup for water resources management; increasing private sector and civil society participation in water governance" (Bangladesh Songbad Songstha, 2017).

d) Endorsing Role of Bangladesh Government

The Ministry of Labor and Employment publishes annual reports as a part of their regular activities to increase transparency, accountability and informing respective stakeholders about the actions taken by the ministry. The Department of Inspection for Factories and Establishments (DIFE) is an integral part of the ministry and dedicated to the rights and welfare of the labors. The report offers an overview of the department's yearly progress of the taken initiatives, impacts of their implemented programs and plan for the welfare of respective stakeholders. Furthermore, the report also presented Annual Performance Appraisal of the ministry from which, readers can evaluate activities of the department. The report accumulates ILO conventions regarding workers welfare and their progress of implementation. Additionally, it summarises yearly government activities that would be a helpful policy document for the government and other stakeholders. For example, the report summarises implementation progress of Bangladesh Labor Law-2006, newly adopted initiatives for the welfare of the garment workers.

To encourage manufacturers, every year government of Bangladesh provides National export trophies to recognize the contribution of the respective sectors including RMG to the states export trade. One of the criteria of being chosen for the award is following social compliance of the business. In these ways, the government is encouraging firms to practice CSR. In addition, very frequently head of the government & its ministers firmly announce their strong commitment and support for the sector. For instance, on January 2017, honorable prime minister of Bangladesh Sheikh Hasina attended a workshop title '"Shaping a New Water Economy" while joining at the 47th yearly Meeting of the World Economic Forum in Davos, Switzerland. Speaking on occasion, she acknowledged the great contribution of Bangladesh garment industry in the economy of the country and expressed the strong commitment to her government for ensuring social compliance in the sector. She pointed out that Bangladesh has achieved higher compliance regarding workers rights, environmental protection and OHS in the garment industry. She also added, "We are supporting the industry to 'go green'. Today, Bangladesh has 38 LEED certified factories. Out of the world's top 10 green factories, seven are in Bangladesh," (Bangladesh Songbad Songstha, 2017)

VII. Conclusion and Future Research

The purpose of this research was to investigate government roles in supporting CSR in Bangladesh garment industry. From the result, it is clear that since 2013, the government of Bangladesh has taken numerous noteworthy initiatives to encourage CSR implementation. In mandating role, the government amended Labor law that guides the CSR and workers rights related issues in the sector. Also, national OHS policy, implementation of minimum wage improved stakeholders' satisfaction to some extent. In facilitating role, the government took initiatives so that DIFE can perform its roles effectively, offer opportunities to build planned garment village, support actions to solve the crisis through effective dialogues. In partnering role of the government, adoption of NTPA, creating Rana Plaza Trust Fund for supporting victims of the incident, Government partnership with 2030 Water Resources Group indicates government commitment to make the sector more sustainable with the participation of respective stakeholders'. In Bangladesh, garment owners are considered as heroes as they contribute hugely to the national economy. However, the workers and their rights, environmental issues are often overlooked to reduce financial expenses. Sometimes, owners violate laws by their political linkage, and professional strengths. Examples of Punishment for breaking the existing laws are rare. Therefore, in the endorsing role, the government should reinforce its efforts to establish rules of law and supporting positive initiatives.

Although the paper did not attempt to evaluate the taken initiatives, the researcher identified two main issues for future research or government intervention. Previous literature located various limitations of the adopted policies. For example, in some cases, the amended labor law did not spell out the punishment for breaking the regulations. In other cases, level of penalty is low compared to the consequences of the violations. For instance, for violation the options of maternity leave, recruit children and adolescent, minimum BDT 5000 is applicable. This kind of insufficient punishment may encourage authority to break the laws. Furthermore, many stakeholders argued that government preserved owners' interest rather than workers rights in the law.

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Previous studies reveal that many garment factories did not implement the minimum requirement of labor law. As a result, the effectiveness of the law remained questionable. Even though the government has increased minimum wage significantly, workers are demanding for further increase of their salary. Similarly, NTPA, Accord, Alliance have working with similar objectives from respective platforms. They jointly cover about 3500 garment factories while there are approximately 6000 factories in the country. Therefore, future studies might focus on how government policies could be more explicit. Simultaneously, future research might also focus on implementation levels of the taken initiatives to support CSR.

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Global Journal of Management and Business Research: a Administration and Management
Volume 18 Issue 4 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Exploring the Relationship between Conflict Management Style and Organizational Performance: An Empirical Study in the Organizations of Bangladesh

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Abstract- Conflict originally meant to strike at another, to fight with an enemy or to battle against an opposing force. Today, it also means to be antagonistic towards others or to be in sharp disagreement with others. Within organizations conflicts are inevitable, and arise in case of disagreements over workloads, problems in communication, individual differences in needs, wants, goals, values, opinions, preferences or behavior. It can be intense, and it is usually unpleasant. The issues can be cultural, social, political or economic in nature. They can be at individual, community, national or international level. The main goal of this study is to examine the relationships between conflict management and organizational performance (OP). One potential clarification for the conflicting findings is that earlier studies did not investigate the factors that may have a positive effect on the relationships between Conflict Management Style (CMS) and Organizational Performance (OP). To analyze the conflict management from a wider perspective, the present study model includes four antecedents' factors (management facilitation, creativity and innovation, decent environment and intrinsic rewards) which are hypothesized to lead to the practices of CMS and OP as a dependent factor.

Keywords: conflict management (CM), conflict management style (CMS), organizational performance (OP), principal component analysis (PCA).

GJMBR-A Classification: JEL Code: M10



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Exploring the Relationship between Conflict Management Style and Organizational Performance: An Empirical Study in the Organizations of Bangladesh

Md. Abu Taher [α] & Kamol Gomes [σ]

Abstract- Conflict originally meant to strike at another, to fight with an enemy or to battle against an opposing force. Today, it also means to be antagonistic towards others or to be in sharp disagreement with others. Within organizations conflicts are inevitable, and arise in case of disagreements over workloads, problems in communication, individual differences in needs, wants, goals, values, opinions, preferences or behavior. It can be intense, and it is usually unpleasant. The issues can be cultural, social, political or economic in nature. They can be at individual, community, national or international level. The main goal of this study is to examine the relationships between conflict management and organizational performance (OP). One potential clarification for the conflicting findings is that earlier studies did not investigate the factors that may have a positive effect on the relationships between Conflict Management Style (CMS) and Organizational Performance (OP). To analyze the conflict management from a wider perspective, the present study model includes four antecedents' factors (management facilitation, creativity and innovation, decent environment and intrinsic rewards) which are hypothesized to lead to the practices of CMS and OP as a dependent factor. Finally, the study will explore the positive relationship among the antecedents' factors, CMS and OP. The results of this study bring insight into the conflict of different opinions as valuable sources of cross-fertilization for developing new idea in handling conflict. The findings also support that management facilitation, creativity and innovation, decent environment and intrinsic rewards ultimately help to develop effective mechanism for managing conflict and also to establish healthier OP at workplace.

Keywords: conflict management (CM), conflict management style (CMS), organizational performance (OP), principal component analysis (PCA).

I. Prelude

Unfortunately, Conflict is a constant in the world. From the largest affairs of international politics to the everyday matters of work and family, conflict between individuals is a regular phenomenon. The workplace is a site of immense social interactions. This is layered into relationships be it formal, informal, collegial or even friendship–based, are hierarchical structures of reporting relationships, supervision and authority (Leung, Tiosvold, D., Hui, C., & Yu, Z. 1998). Human relationships go hand in hand with the carrying out of work processes. Clearly, some form of conflict is likely to emerge in the operation of such complex structures. Workplace conflict takes many shapes and forms. Conflict in the workplace is as much about dissention over management authority as it is about individual interaction. Resolving these conflicts, whilst being a responsibility of supervisors and managers, often involves human resources (HR) managers (Gerami, 2009; Conbere, 2001).

Everywhere in the society or even in our daily life, we face conflicts. Conflict may arise within the individual or two or more individual or among the group or even between organizations (Nabatchi & Bingham, 2007). Therefore, conflict exists within all the organizations, even in society as a whole. Conflict abounds in human relations. In a time of conflict people often do not know how to help them or, if they know, are so caught up in it that they find themselves to be ineffective. What can we do in the light of this situation? A great deal, as it turns out. There are many ways to respond and resolve conflict constructively. Conflict arises from differences in outlook, opinions and values with regard to those specific issues. That is the organization believes that when conflict arises among the employees that leads to considerable positive effect to the organization like competition. Conflict may also affect profitability and survival of the organization. As individuals, we seek ways to resolve disputes to make life easier and also to help us get our own way. As a result, a body of knowledge has developed relating to conflict resolution.

a) Related Literature

Conflict is a natural and normal phenomenon in all spheres of life. It is an unavoidable component of human activity (Messman & Mikesell, 2000; Gerami, 2009) that may be viewed as a situation in which the concerns of two or more individuals appear to be incompatible (Thomas, 1976; Pruitt & Rubia, 1986;

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Putnam & Poole, 1987; Rhoades, 1999; Darling & Fogliasso, 1999), and which tends to occur when individuals or groups perceive that others are preventing them from attaining their goals. More broadly speaking, conflict is an interactive process manifested in incompatibility, disagreement, or dissonance within or between social entities i.e. individual, group, organization etc (Thomas, 1992; Rahim et al., 2002; Sander, 2009). Within organizations conflicts are inevitable, and arise in case of disagreements over workloads, problems in communication, individual differences in needs, wants, goals, values, opinions, preferences or behavior, as well as in case of conflict between employees and employers (Bisno,1998). Explicitly, as human beings interact in organizations, differing values and situations create tension and conflict (Darling & Walker, 2001; Stimec & Poitras, 2009).

There are three views on conflict-(1). The *traditionalists* think that conflict is harmful and so, it must be avoided; (2). The *Human Behavioralists* believe that conflict is natural and inevitable outcome in any group and organization; and (3). The *Interactionists* mention that conflict is not only a positive force but it is also an absolute necessity on the grounds that a harmonious, peaceful, tranquil and cooperative attitude among the employees is prone to becoming static, apathetic and nonresponsive to needs for change and innovation (Dreu & Van de Vliert, 1997).

In the 1930s and 1940s, conflict was viewed as an undesirable phenomenon. However, that *traditional view point* of conflict gave way to the *behavioral view point* of the 1960s in which conflict was seen as an inevitable fact of organizational life to be recognized and addressed, and the contemporary *interactionist view point,* in which, conflict is viewed as potentially useful to energize a company, points out problems and unifies a group (David K. Banner, 1995). The interactionist view does not propose that all conflicts support the group goals and also improve the OP. Available evidence suggests that functional (constructive) conflict can improve the quality of decision making by allowing all points, stimulate creativity among the employees/group members (Cosier & Schwenk, 1990; Jehn, 1994; Jehn & Mannix, 2001). Dysfunctional conflict develops conflicting goals, reduces group effectiveness and also hinders OP (Wall & Callister, 2003).

Today, every successful management depends heavily on an ability to handle conflict effectively, as Mintzberg (1975) observed over 35 years ago, when he said that every manager must spend a good part of his time responding to high-pressure disturbances and called that managerial role *the disturbance handler*, and Mc Shulskis (1996) reaffirmed with his findings that executives spend 18 percent of their time resolving employee personality clashes, while ten years before the time spent on employee mediation was half that amount. Thus, the foremost managerial task now-a-days became to create a climate where conflict is managed, not avoided (Bagshaw, 1998; Jarrett, 2009); and to permit conflict to serve a productive function (Phillips & Cheston, 1979). In other words, contemporary managers are called upon to resolve differences in priorities and preferences, and use conflict in a way that benefits their organizations (Friedman, Tidd, Currall, & Tsai, 2000).

b) Research Gap and Objective of the Study

It is essential to gather and organize conflict management-related research and concepts in a systematic manner and to link the research to practice from an organizational perspective. Although a relatively large amount of conflict management literature has accumulated, researchers identified no systematic review of peer–reviewed literature overall in this area. This research gap induces the researchers to undertake the present study. In this study, researchers use a systematic literature review process to determine the current state of scholarly literature on conflict management and third party mediation. This inquiry will potentially encourage HR professionals to add a new perspective to their scholarly thought, practice and research in this field. The main objective of the study is to examine the relationship between four important factors (Management facilitation, Creativity & Innovation, Decent environment, and Intrinsic rewards) and CMS practices which are essential for better performance, perpetual, survival, and growth of an organization.

c) Conflict Management Styles

The following figure (Fig.1) shows the five conflict management styles and their reclassification into problem solving and bargaining dimensions:

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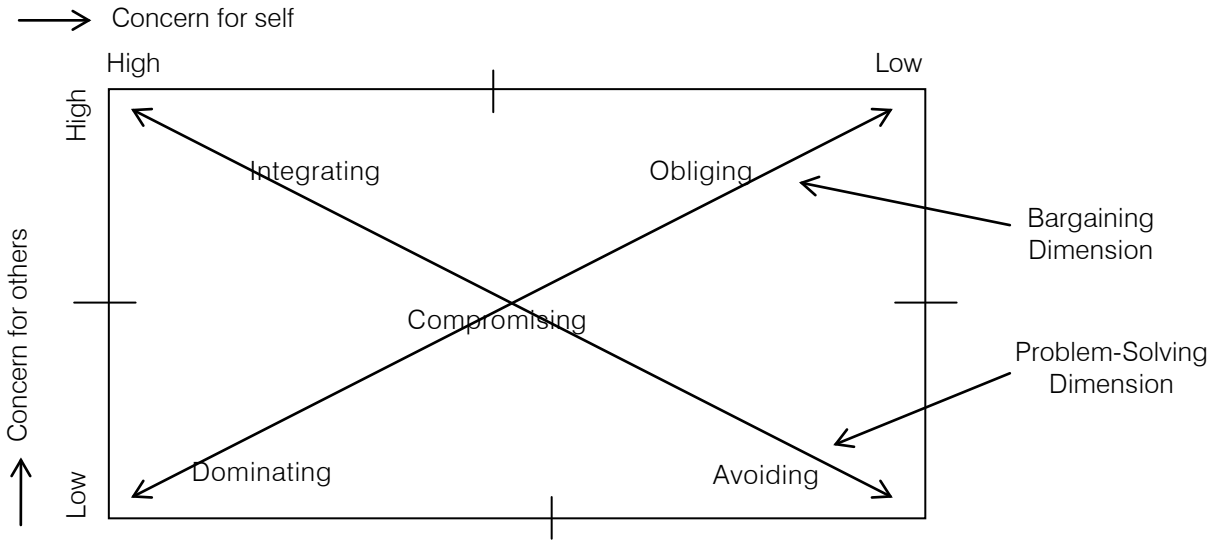


Fig.1: The Dual concern model (Adapted from Rahim *et al*., 2002)

The integrative dimension- integrating style minus avoiding style–represents a party's concern (high-low) for self and others. The distributive dimension- dominating style minus obliging style- represents a party's concern (high-low) for self or others. These two dimensions represent the problem solving and bargaining strategies for managing conflict respectively (Rahim, 2002). A problem solving strategy represents a party's pursuit of own and others' concerns, whereas the bargaining strategy represents a party's pursuit of own or others' concerns.

A *high-high use* of the problem solving strategy indicates attempts to increase the satisfaction of concerns of both the parties by finding acceptable solution to both the parties. A *low-low use* of this strategy indicates reduction of satisfaction of the concerns of both the parties as a result of their failure to confront and solve their problems. A positive score in the problem- solving scale indicates joint gains, but negative scores indicate losses for both parties. A *high-low use* of the bargaining strategy indicates attempts to obtain high satisfaction of concerns of self and providing low satisfaction of concerns to others. A *low-high use* of this strategy indicates attempts to obtain the opposite. A positive score in the bargaining scale indicates one's gain, but loss to the other party. A negative score indicates one's loss, but gain to the other party. Compromising is the point of intersection of the two dimensions, that is, a middle ground position where a party has an intermediate level of concerns for own and others.

Among the five conflict management styles, integrating, obliging and compromising are considered as "cooperative conflict management styles," and avoiding and dominating are considered as "uncooperative conflict management styles" (Rahim, Magner, & Shapiro, 2000; Song, Xie, & Dyer, 2000). Research studies found that cooperative conflict management styles yield more positive outcomes in the organization (such as encourages organizational innovativeness, improves quality decision in managing conflicts, better performance, and builds co-operation among the disputants), whereas uncooperative conflict management styles generally produce negative outcomes (such as poor performance, wasting of resources, lack of co-operation and group cohesiveness) (Blake & Mouton, 1964; Chan, Huang, & Man Ng, 2008; Dirks & Ferrin, 2002; Meyer, 2004; Rahim *et al*.,2002; Thomas & Kilmann,1974). Most of the western scholars on conflict management suggests that people tend to react more positively to cooperative conflict management styles and move negatively to uncooperative conflict management styles which in turn affects the organizational innovation and effectiveness (Chen, Liu, & Tjosvold, 2005; Rahim *et al*., 2000; Song *et al*., 2000). They also point out that conscious and deliberate effort to understand conflict, confronting and managing it with a positive attitude, will help a present day organization to achieve continuous improvement in its competitive edge.

d) Variables Affecting Conflict Management Styles and Organizational Performance

i. *Management Facilitation*

The style of managing conflict followed by top level manager is always based on situations which help the disputants to manage their conflict properly. Moreover, unmanaged conflict may result in withdrawal of individuals and unwillingness on their part to participate in organizational activities. So, managers have been committed to follow the appropriate style to manage conflict. Hence, it is hypothesized that the initiation and implementation of style of managing conflict in organization should start with management facilitation. This discussion leads to the following hypothesis.

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H_1: Management facilitation has a positive impact on conflict management style.

Conflicts have both positive and negative outcomes to the individual employees and the organization at large. If conflicts are not managed, it may affect the organization adversely in terms of poor performance, lack of co-operation, wasting of resources and productivity. Whereas, conflict has positive effect to the organization specially in building cooperation among the employees, increases productivity, encourages innovativeness and improves quality decisions. The indicators of organizational performance are long term profitability, growth rate of sales and revenue, social responsibility performance, employee's satisfaction and productivity, goodwill, and quality of goods or service (Khandwalla, 1977; Nirmalathrasan, 2010). The literature review revealed that Management facilitation and Organizational Performance relate positively to each other (Mach, Dolan & Tzafrir, 2010). Thus, it is hypothesized that as degree of management facilitation for conflict settled behind the scenes get higher, the higher organizational performance is achieved. This discussion suggests the following hypothesis.

H_2: Management facilitation has a positive impact on organizational performance.

ii. *Creativity and Innovation*

Human resources are to be considered as an important source of competitive advantage. They use their knowledge and skills to perform the job properly. Some studies (Jimenez & Sanz-Valle, 2011; Henry, 2009) also claim that managing conflict can be done by an effective use of human resources through exercising their knowledge. This knowledge exercise builds the spirit of teamwork and cooperation among the employees specially increasing the creativity and innovation in the organization. It has also been considered as a potential source to influence of other's behavior who are involved in conflict. This discussion leads to the formulation of the following hypothesis.

H_3: Creativity and innovation has a positive impact on conflict management style.

Generation of new idea is also considered as a creative force for the organization as well as the individual, because if we regard differences of opinion as valuable resources of cross–fertilization, their being to enrich the knowledge of human resources. Thus, conflict presents exciting possibilities about the future (if managed in a positive, constructive fashion), because different situations and relationships are said to be the ones that make human resource grow. Now-a- days every manager is called upon to manage their differences in priorities and preferences and use conflict in a way that benefits their organization (Hsu, 2007; Tjosvold, 2010). So, it is hypothesized that as degree of creativity through cross- fertilization of opinions gets higher, the higher organizational performance is achieved. The above discussion leads to the following hypothesis.

H_4: Creativity and innovation has a positive impact on organizational performance.

iii. *Decent Environment*

Decent environment in organization can helps to determine the appropriate style for managing conflict. Available literatures show that the best way to handle the conflicts is comprised of six steps-(1) describing the conflict situations to the other persons, (2) asking the other persons how he(she) sees the conflict situations, (3) responding the way the other person sees the situation,(4) jointly deciding how to solve the conflict,(5) making a commitment to manage the conflicts by summarizing action taken by each party to solve the conflicts, and (6) promising to be committed in future to continue managing conflict, which might arise. This discussion suggests the following hypothesis.

H_5: Decent environment has a positive impact on conflict management style.

The decent environment is positively associated with a number of desirable outcomes such as job satisfaction, commitment to the organization, individual performance and reduced stress levels (Nelson & Gunby, 2010; Thomas & Tymon, 1994). Moreover, the environment helps to develop knowledgeable human resources which constitute a bundle of unique benefits that are valuable, rare and inimitable for an organizational performance. But the human resources differ in their knowledge, skill, and capabilities. Proper guidance and coordination of human resources can ensure high level of organizational performance. Some studies (Youndt & Subramanian, 2005; Wright, 2005) mentioned that environment-friendly organization tends to have better performance and formulates effective strategy to mitigate the demands of fast–changing business environments. So, it is hypothesized that the degree of environment at workplace gets higher organizational performance. This discussion suggests the following hypothesis:

H_6: Decent environment has a positive impact on organizational performance.

iv. *Intrinsic Rewards*

There are mainly four styles found in intrinsic rewards that the self-management process involves: (i) Committing to a meaningful purpose (ii) Choosing the best way of fulfilling that purpose (iii) Making sure that one is performing work activities competently, and (iv) Making sure that one is making progress to achieving the purpose (Berrett-Koehler, 2009). These four judgments are the key factors in workers' assessments of the value and effectiveness of their efforts—and the contribution they are making. When positive, each of these judgments is accompanied by a positive

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emotional charge. These positive charges *are* the intrinsic rewards that employees get from work, ranging in size from quiet satisfaction. They are the reinforcements that keep employees actively self-managing and engaged in their work. This discussion suggests the following hypothesis.

H_7: Intrinsic rewards have a positive impact on conflict management style.

On the other hand, a system for motivating employees, such as, participative management which--through participation and job enlargement attempts to arouse intrinsic motivation appears to motivate effective performance, and at the same time it satisfies higher-order needs. The importance of the present non-contingent payment study is that money does not decrease intrinsic motivation if it is paid non-contingently. It is possible to pay workers and still have them intrinsically motivated. Hence, the writers favor the prescription that we concentrate on structuring situations and jobs to arouse intrinsic motivation, rather than trying to structure piece-rate and other contingency payment schemes. Thus, it is hypothesized that workers would be intrinsically motivated and would seek to satisfy their higher-order needs through effective performance. This discussion suggests the following hypothesis.

H_8: Intrinsic rewards have a positive impact on organizational performance.

It is also argued that this style produces superior outcomes with more openness, attain win –win situation through exchanging information, looking for the best alternative, and examination of differences to reach an effective solution acceptable to both parties (Al- Hamden, Shukri, & Anthoney, 2010; Wood & Bell, 2008). In-spite of them, it is very difficult to determine the appropriate style for managing conflict because conflict situations perceived by an individual may differ from each other. Moreover, there are some antecedent factors that have been affecting to follow the style for managing conflict within the organization. This discussion leads to following hypothesis:

H_9: Conflict Management Style has a positive impact on organizational performance.

II. Research Methods

This section describes study design, sample procedure and sample size, survey instrument, reliability and validity, data collection procedure and data analysis.

a) Study Design

The purpose of this study is to address the research questions about the causal relationship among antecedent factors with conflict management styles and organizational performance. A survey method is used to collect data for the study. Two phases of a pilot test was conducted with twenty individuals for the first phase and ten individuals who had minimum five years of experience in conflict management for the second phase in order to determine the clarity of the study questions. Generally, the data was collected via two rounds of email invitation to the selected respondents using their personal or organization email accounts. The principal component analysis (varimax rotation) is conducted to explain total variance and also determine the interrelationships among the factors/items.

b) Sample Procedure

First, contacts with the selected organizations were made via email and telephone. The purpose and general outline of the survey study is introduced. This contact included introducing the study and the researchers, the benefits of study participation, assurance of confidentiality and anonymity, and contact information of the researcher. A pilot test is conducted in two phases to clarify the survey questions, and to confirm the length of time to complete the survey. Two invitation emails to participants were employed to collect data from respondents. Follow-up phone calls were used for all respondents who had not returned the survey after three weeks of invitation.

c) Sample Size

The sample organization was drawn from a database related to industry provided by the Board of Investment (BOI) under the Ministry of Industry, Government of the People's Republic of Bangladesh (GOB). This database tracks overall manufacturing and service industries that employ over 50 people and provides full contact details. Based on stratified and random sampling, 20 manufacturing and service organizations from the private sector were selected as a sample for this study. Each organization was requested to provide 20 employees for this survey who are familiar with conflict management. Four hundred potential respondents are selected as a sample for this study. With an anticipated response rate of 70%, this will provide a probable response group of 280, sufficient for factor analysis with 34 items in the survey (8 per item). The ratio between the number of items and the number of respondents is suggested to be 1:5 (Bentler& Chou, 1987), 1:10 or 1:20 (Jackson, 2003). The establishment of 8 respondents per item (1:8) is the goal for the sample size in the present study.

d) Survey Instrument

The researchers go to comprehensive literature review to identify the key factors related to CMS and OP in order to prepare the survey instrument. Based on existing literature survey, discussion with some experts in relevant filed and pilot testing, 34 items were identified which were considered as the focal in this study. All items were measured using seven-point Likert-type style, ranging from 1 (Strongly Disagree) to 7 (Strongly Agree) to rate their levels of agreement with the statement.

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e) Data Collection Procedure

The study was compiled with the help of secondary data and primary data. Secondary data was collected from published and unpublished materials in this field. For primary data collection, researchers contacted either directly or via mail with selected respondents. Contact was made via email and phone call with the purpose and general outline of the survey being introduced. The study was conducted from January 2017 to March 2017.

A test of non-response bias compared early respondents (survey instrument received within 6 weeks), later respondents (survey instrument received after reminder, that means after 6 weeks), and non-respondents (Armstrong & Overton, 1977; Lambert & Harrington, 1990). There are no significant differences between early and later respondents in term of organization size (t= .35; p= .72), industry sector (t=.28; p= .83), and level of conflict (t= .46; p= .70). Furthermore, respondents did not differ significantly from non-respondents in term of organization size (t=.88; p= .44) or industry sector (t= .12; p= .92). These test results indicate that non-response bias in this research does not threaten the validity of the findings.

The premise of this test is that either a single factor will emerge or one general factor will explain most of the variance. A PCA (with varimax rotation) and a Kaizer-Guttman criterion of Eigen values greater than 1.00 are carried out on all dependent and independent variables in order to determine the percentage of total variance. If the results show that no single factor emerged, nor did one general factor account for most of the variance, then it indicates that common methods bias may not be a serious problem in the data.

f) Reliability and Validity

Reliability of Data is important for any research. Cronbach's alphas or alpha coefficients are computed for all measures and each constructs and all five constructs combined in order to determine internal consistency. Cronbach's alphas greater than .70 are considered reliable (Kline, 2005).Face and content validation is assured through the use of expert researchers about the survey instrument. Construct validity is determined through the use of PCA, given that most of the questions in the instrument have never been used before.

g) Data Analysis

The collected data was tabulated, interpreted and simplified to achieve the research objective. All collected data has been analyzed into two stages. *First*, descriptive statistical analysis is conducted to determine the means, standard deviation, and correlations of all constructs in the survey instrument. *Second*, Principal Component Analysis (PCA) is used with orthogonal varimax rotation to extract factors from the 36 items in the study. It is the most frequently used method of factor extraction and attempts to reproduce the maximum variance in the sample data (Thompson, 2004). This study used the criteria suggested by Hair, Anderson, Tatham, and Black, (2005): (1) Factor loading equal to or above .5; (2) Eigen value equal to or above 1.00; (3) Results of the factor analysis explain at least 60% of the total variance. As a rule of thumb, the factor loadings greater than .30 are considered to meet the minimum level, .40 are considered important, and .50 or greater are considered very significant (Hair et al., 2005). But, in terms of the law of parsimony, only those factors with factor loadings .50 and above were considered significant (Pal & Bagi, 1987; Hair et al., 2005).Finally, the proposed hypotheses are examined by regression analysis and *t*-test. The regression analyses are used to describe the nature of the relationship between two variables and provide variance scores that can determine if the independent variable can accurately predict the dependent variable.

III. Analysis of Research Findings

The findings of the study have been discussed under the following heads.

a) Demography Profile

A total of 400 participants were invited to fill out a survey questionnaire, 280 responded anonymously and completed the survey questionnaire entirely for a response rate of 70%. Fifteen cases (out of 280) were identified as inadmissible and seventeen cases (out of 265) were incomplete; hence, they were removed from the final sample size. A sample of 248 complete cases was used for the present study. The item- respondent ratio employed for the study was (1: 6.1), and also exceeded the recommended sample size of 1:5 (Bentler& Chou, 1987) and even 1:10 (Jackson, 2003). Of those respondents, 87% were male and 13% were female. The mean age of respondents was 36 years (SD= 6.37). 12.62% of the respondents are single and 87.38% married. In terms of education, 13% completed high school, 47% had a college degree, and 40% had a university degree. The majority of the respondents (72.18%) had less than 10 years' work experiences (SD= 4.65). In terms of position, 52% held lower position, 28% were mid-level position and 20% held a higher position. Classification by job type was as follows: 42 % in human resources, 12% in marketing and sales, 21% in production, 8% in engineering, 10% in finance, and 9% others. The average number of employees in organization was 197.

Analyses regarding the nature of sample enterprises reveal the facts. From the analysis of collected data, it is found that out of the total sample enterprises 58.3 percent belong to service followed by 36.7 percent to manufacturing, and the rest 5.0 percent other enterprises (like construction, consultancy and so on).It is found that out of the total sample enterprises

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38.3 percent belong to large organization size followed by 36.7 percent to medium size, and the rest 25.0 percent small size.

In this section, an attempt has been made to give a comprehensive idea through analyzing the sample respondents regarding demographic characteristics. It is portrayed that 50.0 percent respondents' positions belong to senior manager, followed by 23.3 percent belong to government official and 21.7 percent having HR manager position. Rests of the respondents (5.0 percent) are trade union leader.

From the analysis it is clear that out of the sample entrepreneurs 35.0 percent are in the age group 41 to 50 years followed by 31.7 percent and 25.0 are within the age interval 31 to 40 years and 51 and above years respectively. While remaining 8.3 percent belong to the age group below 21-30 years.

Formal education has always been considered an important capital of an individual in building his or her occupational career. It is found that 70 percent respondents have graduate level education, followed by 16.7 percent having educational background under graduate level, 8.3 percent, 3.3 percent and 1.7 percent sample having educational qualification of technical diploma, HSC and SSC education respectively.

Work experience plays a vital role in promoting independent ventures. It provides the basic and required knowledge of the organization in which an individual is working. It gives necessary courage and confidence to start and run the unit. This experience creates confidence in the minds of the person, as well.

It is found that the highest number of respondents (35.0 percent) have an experience exceeding 20 years. 16.7 percent respondents have an experience of 15 to 19 years and 10-14 years, and 20.0 percent respondents having an experience of 05 to 09 years. While remaining (11.6 percent) respondents to the range of 01-04 years. It is also noticed that a substantial number of respondents have the experience.

Marital status is one of the fundamental elements in figuring out different aspects, visualizing drawbacks and appraising performance of enterprises. In data analysis, it has been shown that 83.4 percent of the sample respondents are married and having children; followed by 8.3 percent of respondents are single and married but having no children. It also further reveals that 91.7 percent of the sample respondents are married.

b) KMO Test

Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy is still another useful method to show the appropriateness of data for factor analysis. The KMO statistics varies between 0 and 1 recommending that values greater than 0.5 are acceptable. Between 0.5 and 0.7 are mediocre, between 0.7 and 0.8 are good, between 0.8 and 0.9 are superb. In this regard KMO and Bartlett's test have been shown in table-1.

Table 1: KMO and Bartlett's test

Kaiser – Meyer- Olkin Measures of Sampling Adequacy			0.712
Bartlett's Test of Sphericity			
	Approx.	Chi- Square	41.980
df			0.10
		Significance	0.000

Note: Data has been compiled by the researchers, 2017
Source: Field survey, 2017

In this study, the value of KMO for overall matrix is .712, thereby indicating that the sample taken to process the factor analysis is statistically significant. Bartlett's test of sphericity (Barlett, 1950) is the third statistical test applied in the study for verifying its appropriateness. This test should be significant, i.e., having a significance value less than 0.5. In the present study, test value of Chi-Square 41.980 is highly significant (as also given in table-1) indicating that the data is appropriate for the factor analysis.

c) Mean, Standard Deviation and Correlation

Table 2: present the mean, standard deviation and correlations among the six constructs.

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Table 2: Mean, Standard deviation (∂) and correlations

Variables	Mean	∂	1	2	3	4	5	6
Management facilitation	5.26	1.62	(.86)					
Creativity & Innovation	5.17	1.35	.62*	(.85)				
Decent environment	4.63	1.27	.55*	.52*	(.72)			
Intrinsic rewards	5.15	1.18	.58*	.53*	.51*	(.75)		
Conflict management style	5.12	1.16	.60*	.57*	.52*	.50*	(.83)	
Organizational Performance	5.07	1.12	.67*	.61*	.48*	.50*	.47*	(.84)

Note: p < .001; N = 280: Cronbach alpha are reported on the diagonal within parenthesis.*
Note: Data has been compiled by the researchers, 2017
Source: Field survey, 2017

All correlations indicated significant positive relationship (p<.01) among the constructs. The relationship between management facilitation and organizational performance was the highest (r=.67, p<.01), whereas the relationship between decent environment and organizational performance was comparatively lower (r= .48, p< .01). Cronbach's alpha for all measures exceeding .72(>.70, Kline, 2005) indicates that they were good constructs contributing to stronger internal consistency to the sample data. Although five items if deleted led to slightly lower Cronbach's alpha, they were not considered critical since their changes were small and the factors, which these five items loaded to, already had low 'alpha' values (<.70, Kline, 2005).

d) Principal Component Analysis (PCA)

The PCA was utilized for factor extraction and orthogonal technique was used for factor rotation. The communalities coefficients of the 34 items, except two (CMS12= .382; DE4=.396), are greater than .50 (>.30, Falk & Miller, 1992). The first run produced a five factor solution with eigen value greater than 1 (DE >1). These factors have accounted for 21.921%, 18.728%; 12.126%; 11.527%, and 10.4155 of variation with eigen value 3.412; 2.976; 2.107; 1.817; and 1.621 respectively. It indicates that five factors with eigen value greater than 1.00 explained 74.717% of the total variance. For further investigation of the PCA, the rotated factor matrix was used to examine the factors. As a rule of thumb, the factors loading greater than .30 are considered to meet the minimal level, .40 are considered significant and .50 and above are considered very significant (Hair et al., 2005). However, in terms of the law of parsimony, only those factors with loading .50 and above are considered significant (Hair et al., 2005; Pal & Bagi, 1987). Furthermore, six items (MF5, CI5, DE4, DE7, IR4 and CMS12) are (<.50) dropped from the analysis because of its low factor loadings and difficulty of interpretation. The final solution is presented in the following table.

Table 3: Factor analysis using varimax rotation

Items	Factor-1	Factor-2	Factor-3	Factor-4	Factor-5	Factor-6	*h2*
MF-1	.872						.821
MF-2	.816						.786
MF-3	.765						.691
MF-4	.807						.792
MF-5	**.436**						**.557**
CI-1		.835					.753
CI-2		.812					.731
CI-3		.781					.725
CI-4		.756					.692
CI-5		**.482**					**.527**
CI-6		.782					.673
DE-1			.782				.689
DE-2			.692				.612
DE-3			.621				.607
DE-4			**.442**				**.396**
DE-5			.667				.634
DE-6			.689				.565

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DE-7			.462				.517
IR-1				.786			.726
IR-2				.860			.815
IR-3				.655			.589
IR-4				.487			.451
CMS-1					.921		.815
CMS-2					.873		.767
CMS-3					.907		.783
CMS-4					.726		.764
CMS-5					.784		.702
CMS-6					.773		.678
CMS-7					.804		.723
CMS-8					.716		.676
CMS-9					.709		.681
CMS-10					.675		.679
CMS-11					.657		.612
CMS-12					.449		.382
OP-1						.851	.783
OP-2						.847	.761
OP-3						.776	.678
OP-4						.821	.752
OP-5						.752	.683
OP-6						.834	.712
Eigen value	3.412	2.976	2.107	1.985	1.817	1.621	
Percent of variance	21.921	18.728	12.126	11.341	11.527	10.415	
Total variance explained (%)	21.921	40.649	52.775	57.652	64.301	74.717	

Notes (i); h2 = Communalities estimates,(ii) Data has been compiled by the researchers, 2017
Source: Field survey, 2017

Table-3 indicates that the six factors contained 40 items (>.50). The first factor had four items (MF1, MF2, MF3, MF4). The factor loading values of the four items ranged from 0.765 to 0.872. These four items under the first factor were considered to be closely associated with one another. Based on common characteristics of the four items, the first factor was labeled as management facilitation. This factor explained 21.921% of the total variance with a reliability coefficient of 0.86 of the data. These findings indicated the construct validity of the management facilitation factor or instrument.

The second factor is represented by five items (CI-1, CI-2, CI-3, CI-4, CI-6) with factor loading ranging from .756 to .835. The five items under the second factor were closely related to one other in that they reflected individual commitment to creativity and innovation. Based on common features, the second factor was labeled as creativity and innovation. This factor also explained 18.728% of the total variance with a reliability coefficient of .85 of the data. These findings implied the reasonable construct validity of the creativity and innovation factor or instrument.

The third factor comprises of five items (DE1, DE2, DE3, DE5, DE6) with factor loading ranging from .621 to .782. These five items reflected decent environment related issues in organizations. Based on common characteristics of the items, the third factor was labeled as decent environment. This factor explained 12.126% of the total variance with a reliability coefficient of .72 in the data. These findings indicated the reasonable construct validity of the decent environment factor or instrument.

The fourth factor comprises of three items (IR1, IR2, IR3) with factor loading ranging from .655 to .860. These three items reflected intrinsic reward issues in organizations. Based on common characteristics of the items, the third factor was labeled as intrinsic reward. This factor explained 11.341% of the total variance with a reliability coefficient of .75 in the data. These findings indicated the reasonable construct validity of the intrinsic reward factor or instrument.

The fifth factor possessed eleven items (CMS1, CMS2, CS3, CMS4, CMS5, CMS6, CMS7, CMS8, CMS9, CMS10, CMS11). The factor loading of these items ranged from .657 to .921. The eleven items under fourth

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factor reflected the managing conflict issues in organizations. Based on characteristics, the fourth factor was labeled as conflict management style. This factor explained 11.527% of the total variance with a reliability coefficient of .83 of the data. These findings indicated the reasonable construct validity of the conflict management style factor or instrument.

The sixth factor contained six items (OP1, OP2, OP3, OP4, OP5, OP6). The factor loading of these items ranged from.752 to 0.851.These six items under fifth factor were considered closely associated with one another in that they reflected the performance issues in organizations. Based on these common characteristics of the items, the fifth factor was labeled as organizational performance. A variance of 10.415% was explained by this factor with a reliability coefficient of .84 in the data. These findings indicated the construct validity of the organization performance factor or instrument.

e) Correlation between Antecedent Factors and Behavioral Intention

To test the strengths and direction of the linear relationship between the variables, Pearson correlation was conducted. It is to be noted that correlation co-efficient below 0.30 is considered weak, from 0.30 to 0.49 is considered medium and from 0.50 to 1.00 is considered strong (Wong & Hiew). As per the result, all variables are found positively correlated with each other as hypothesized in the conceptual model. However, as suggested by Field (2005), researchers should be aware of multicollinearity problems, if correlation co-efficient goes beyond 0.80. As Table-4 reveals that all correlation co-efficient were less than 0.8; hence, it can be said that there was no multicollinearity problem in this study.

Table 4: Correlation between antecedent factors and behavioral intention

		MF	CI	DE	IR	CMS	OP
MF	Pearson Correlation	1	.389**	.444**	.148	.331*	.376**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	280	280	280	280	280	280
CI	Pearson Correlation	.389**	1	.423**	.270*	.295*	.389**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	280	280	280	280	280	280
DE	Pearson Correlation	.444**	.423**	1	.295*	.331*	.434**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	280	280	280	280	280	280
IR	Pearson Correlation	.148	.270*	.295*	1	.270*	.423**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	280	280	280	280	280	280
CMS	Pearson Correlation	.331*	.295*	.331*	.270*	1	.444**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	280	280	280	280	280	280
OP	Pearson Correlation	.376**	.389**	.434**	.423**	.444**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	280	280	280	280	280	280

*Note: Data has been compiled by the researchers, 2017, **correlation is significant at 0.01 level (2-tailed)*
**correlation is significant at 0.05 level (2-tailed)*
Source: Field survey, 2017

f) Opinion of the Respondents regarding the Organizational Performance

In this section an attempts has been made to give a comprehensive idea through analyzing the sample enterprises regarding organizational performance. These analyses have been summarized below.

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Table 5: Opinion of the Respondents regarding the Organizational Performance

	Opinion Statements	Mean	Standard Deviation	t-value
1.	I think that profitability is essential to sustain the organization in long run.	6.19	0.704	60.868
2.	I am always trying to increase the sale & revenue of an organization.	6.13	0.606	70.046
3.	In order to achieve the aim of the organization, I pay more attention on employee satisfaction.	5.94	0.727	56.616
4.	I spend much time to increase the employees' productivity.	5.96	0.798	51.741
5.	I think that we take beneficiaries of social responsibility.	5.52	1.185	32.283
6.	I always try to create customer value.	6.08	.794	53.049

Note: Data has been compiled by the researchers, 2017
Source: Survey field, 2017

It is revealed from the Table-5 that the respondents of organization are satisfied with all opinions or statements. Further, the *t*-test values and their significance are shown in the Table-5. It is expressed that, there is statistically significant respondents' opinion in organizations.

g) Testing Hypotheses

In this section the hypothesis of the study has been tested, and, the results and their level of significance have been analyzed. The conclusions regarding hypotheses have been made in the following paragraphs:

H_1: Management facilitation has a positive impact on Conflict Management Style.

t-test (i.e., one sample test) is performed to test the strength of Management Facilitation (MF).

Table 6: One-Sample Test

Statements Regarding Management Facilitation	*t*	Sig. (2-tailed)
Managers are always co-operative to solve the conflict.	32.536	.000
Managers are very good at developing/maintaining relationship.	35.620	.000
Researcher needs to do their job well due to management support.	40.581	.000
Managers respond very quickly to any grievance matters.	26.506	.000
Researchers have considered conflict as a source of competitive advantages through cross fertilization of the opinion.	28.392	.000
Managing conflict ASAP ultimately help the organization to earn profits.	38.243	.000
Researcher does what should be done before he/she asks others to do them.	36.399	.000

Note: Data has been compiled by the researchers, 2017
Source: Field survey, 2017

Table-6 indicates the t-values and its significance level. The *t-value* indicates that all variables determining to the CMS is significant. Therefore, hypothesis one is accepted.

H_2: Management facilitation has a positive impact on organizational performance

The association between the degrees of explicit knowledge sharing success is mediated by the quality of creativity and innovation (CI).

H_3: Creativity and Innovation has a positive impact on Conflict Management Style.

Table 7 shows the correlation analysis based on the relationship between degree of knowledge sharing and CI. This analysis was performed to test the strength and direction of the liner relationship between the variable.

Table 7: Correlations between knowledge sharing and creativity & innovation

	Knowledge sharing	Creativity & Innovation (CI)
Knowledge sharing	1	.295* (0.0989)
Creativity & Innovation	.295* (0.0989)	1

Note: Data has been compiled by the researchers, 2017
**Correlation is significant at the 0.05 level (2 tailed)*
Source: Field survey, 2017

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According to the study, there is a positive correlation between Conflict Management specially integrating style and its practices associated with creativity and innovation. The hypothesis which stated that there is positive association between knowledge sharing and creativity & innovation (CI) is supported.

H_4: Creativity and Innovation has a positive impact on organizational performance.

Correlation analysis is performed to test the strength and direction of the linear relationship between the variable [i.e., Conflict Management Style (CMS) specially integrating style and its practices and Decent Environment (DE)].

H_5: Decent environment has a positive impact on Conflict Management Style.

Table 8: Pearson Product-Moment Correlations between CMS and DE

	Conflict Management Style (CMS)	Decent Environment (DE)
Conflict Management Style	1	.331* (0.021)
Decent Environment	.331* (0.021)	1

Note: Data has been compiled by the researchers, 2017
**Correlation is significant at the 0.05 level (2-tailed).*
Source: Field survey, 2017

As per the results, there is a positive correlation between Conflict Management Style (CMS) and specially integrating style and its practices associated with Decent Environment (DE). The hypothesis, which stated that there is positive association between Conflict Management Style (CMS) and Decent Environment (DE), is supported.

H_6: Decent environment has a positive impact on Organizational Performance (OP).

A multiple regression analysis is performed to identify the predictors of organizational performance as conceptualized in the model. A step-wise variable selection is used in the regression analysis and Table 9 provides the summary measure of the model.

Table 9: Coefficients for predictors of organizational performance

Models	Unstandardized Coefficients		Standardized coefficients	t	Sig
	ß	Std. Error	Beta		
Constant	2.505	1.160	-	2.160	.036
Decent Environment	.475	.194	.339	2.446	.018

Note: Data has been compiled by the researchers, 2017
**Correlation is significant at the 0.05 level (2-tailed).*
Source: Field survey, 2017

In the above model, *t* value for Decent Environment (DE) is highly significant at 5 percent level with increasing level of decent environment. Hence, hypothesis- 6 is accepted.

H_7: Intrinsic rewards have a positive impact on Conflict Management Style.

The questionnaire consists of sections namely intrinsic reward and employee's performance. Dependent variable and descriptive correlation analysis has been used for data analysis.

Table 10: *t*-test Employees' performance over intrinsic rewards

Model	Standardized Coefficients	*t*	Sig
	Beta		
Career Advancement	.200	.977	.200
Recognition	.374	.698	.267
Learning opportunity	.427	.819	.236
Challenging Work	.671	1.566	.107

Note: Data has been compiled by the researchers, 2017 Dependent Variable: Employees' performance
Source: Field survey, 2017

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The *t*-test shows that there is a significant relation between extrinsic and intrinsic rewards and employee performance.

H_8: Intrinsic rewards have a positive impact on organizational performance.

The instruments developed by Khandwalla (1977) were employed to measure organizational performance. The scale reflected a range of performance measures and included long-run profitability, growth rate of sales and revenues, employees' satisfaction, employees' productivity, social responsibilities, and creating customer values (or service). Thus, there were six items used to measure organizational performance.

Management facilitation was measured by asking respondents a few questions about their involvement in conflict management. The six items related to creativity and innovation which were developed based on respondents' perceptions towards conflict management. This measure is grounded in the works of Miller (1988), and Nelson, Jaffbrice & Gunby (2010). Decent environment refers to surrounding factors that directly or indirectly affect activities at individual and organizational levels. This measure is grounded in the works of Calantone et al., (2002), Gupta and Govindarajan (2000), and Liebowitz (1999). Intrinsic rewards were measured by positive effect on employee-employer relations through creativity and innovation, decent environment and management facilitation that are affecting on organizational performance. The hypotheses which stated that there are positive associations with management facilitation, creativity and innovation, decent environment and intrinsic rewards are supported.

H_9: Conflict Management Style has a positive impact on organizational performance.

IV. Discussion

The study demonstrates the significant relationship between MF and the practices of conflict management styles (CMS). The empirical data of the study supports that MF ultimately helps to determine an appropriate style for managing conflict which in turn enhance organizational performance. Creativity is an important dimension for the exercise the CMS properly. The research finding also supports an organization in its pursuit of creativity outcomes. In the previous studies, the impact of creativity and innovation on the implementation of CMS has rarely been examined. This study results bring insight into the conflict between different opinions as valuable sources of cross-fertilization for developing new ideas and concepts in managing conflict. This study shows that decent environment at workplace has been playing a positive impact on organizational performance. In the previous studies, the importance of decent environment was emphasized, but its impact on CMS and organizational performance has not been thoroughly explored. This study uses wider range of indicators related to decent environment to measure the impact on organizational performance. It also provides a better mechanism by which CMS practices contribute to enhance organizational performance through maintaining decent environment at workplace. The findings shows that CMS practices tend to establish a decent environment in workplace which leads to better organizational performance. There are four factors included in the intrinsic rewards such as recognition, learning opportunity, challenging work, and career advancement. Among all of the four factors challenging work is a highly significant factor which affects employees' performance. Based on the result of the study, it is shown that only extrinsic or intrinsic rewards are not sufficient to motivate employee to perform work highly. There are four factors included in the intrinsic rewards such as recognition, learning opportunity, challenging work, and career advancement. Among all of the four factors, challenging work is a highly significant factor which affects employees' performance.

a) Implications

The result has some practical implications. *First,* the causal relationship among the antecedent factors (like management facilitation, creativity and innovation, decent environment and intrinsic reward), CMS, and organizational performance (OP) may provide a guideline to show how an organization should achieve good performance by using the best style for managing conflict. *Second*, organizations are advised to focus the important antecedent factors that are affecting the CMS practices which lead to organizational performance. *Third*, the hypothesized model in the study illustrated how CMS mediates influence of management facilitation, creativity and innovation, decent environment and intrinsic reward on organizational performance.

b) Limitations

The study has some limitations as well. *First*, the cross-sectional data did not allow a longitudinal investigation of the theoretical framework in this study. However, this study has opened up a new line of enquiry by examining the causal relationship between and among the antecedent factors, practices of CMS, and organizational performance. *Second*, the database used for selection of the respondents in this study may be influenced by common method bias. Several steps have been taken to select the samples from 20 organizations for reducing any common source (method) bias associated with research work. Moreover, the common source biasness was tested using the Hanman's approach suggested by Podsakoff, MacKensie, Lee and Podsakoff (2003) and Luthans, Zhu, and Avolio (2006) and the results suggesting that to some extent the common–source bias is present, but the effect is not a

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serious problem in the data. *Third*, this study relied on self- reported answers by employees who volunteered to participate. In self- reported data, there existed a possibility of difference between respondents' perception and actual performance. Moreover, the respondents might not be able to recall information accurately. However, this data collection method is usually accepted since a self- reported survey is considered as one of the most practical ways to represent individual attitudes and behaviors as well as to collect data (Nair, 2007). *Fourth,* the survey instrument may be developed based on extensive literature and discussion with experts in relevant field. *Fifth,* limitation is that this research was conducted exclusively in Bangladesh, and therefore, it may not be a representative one in terms of relationship in other emerging or developing countries. But, the sample size, dynamism, and growing importance of the conflict management, it may well constitute an important exemplar for causal relationship in other developing and emerging nations. In spite of some limitations, the present study opened up a new line of enquiry in this field for future research.

c) Directions towards Further Study

The future research is encouraged to follow this line of enquiry to bring more insight into how organizations should enhance their performance with managing conflict properly. Such research can also broaden the scope by investigating the relationships between antecedent factors and the practices of CMS. Moreover, the future research needs to identify the different dimensions/factors and also examine how they have an impact on organizational performance in broader perspective.

d) Conclusion

This study investigated the causal relationship between and among the antecedent factors (like management facilitation, creativity and innovation, decent environment and intrinsic rewards), conflict management style and organizational performance. It is evident that innovative behavior of employees is increasingly important to ensure better organizational performance in a competitive business environment. The empirical data analysis has shown that the integrating CMS mediates the influences of management facilitation, creativity and innovation, decent environment and intrinsic reward on organizational performance. The present study suggests that conflict, specifically functional conflict, can improve the quality of decision by allowing all ideas and concepts and stimulating creativity and innovation among the employees. It ultimately leads to increase the organizational performance in any society.

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Global Journal of Management and Business Research: a Administration and Management
Volume 18 Issue 4 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

The Impact of High Performance Human Resources Practices on In-Role and Innovative Job Performance: The Mediation Role of Affective Commitment

By Lina Hamdan Mahmoud Al-Abbadi

Abstract- This study was steered in order to identify the impact of high performance human resources practices on job performance; in-role job performance and innovative job performance and to examine the mediating role of affective commitment on the effect of high performance human resources practices on job performance; in-role job performance and innovative job performance. A sample of 600 managers and employee was selected randomly from industrial organizations in Irbid, Jordan. Four hundred and sixty eight of the distributed questionnaires were completed with a response rate of 78%. The results highlighted positive effects of high performance human resources practices on job performance; in-role job performance and innovative job performance. In consonance with the results, affective commitment significantly and positively mediated the impact of high performance human resources practices on job performance; in-role job performance and innovative job performance. Full mediation of affective commitment was found on the effect of high performance human resources practices on in-role job performance and a partial mediation of affective commitment on the effect of high performance human resources practices on innovative job performance.

Keywords: high performance human resources practices, in-role and innovative job performance, affective commitment.

GJMBR-A Classification: JEL Code: O15



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The Impact of High Performance Human Resources Practices on In-Role and Innovative Job Performance: The Mediation Role of Affective Commitment

Lina Hamdan Mahmoud Al-Abbadi

Abstract- This study was steered in order to identify the impact of high performance human resources practices on job performance; in-role job performance and innovative job performance and to examine the mediating role of affective commitment on the effect of high performance human resources practices on job performance; in-role job performance and innovative job performance. A sample of 600 managers and employee was selected randomly from industrial organizations in Irbid, Jordan. Four hundred and sixty eight of the distributed questionnaires were completed with a response rate of 78%. The results highlighted positive effects of high performance human resources practices on job performance; in-role job performance and innovative job performance. In consonance with the results, affective commitment significantly and positively mediated the impact of high performance human resources practices on job performance; in-role job performance and innovative job performance. Full mediation of affective commitment was found on the effect of high performance human resources practices on in-role job performance and a partial mediation of affective commitment on the effect of high performance human resources practices on innovative job performance. On account of the results, practitioners are required to search for tools that enhance employee's attachment to their organizations. On the other hand, researchers should car out further studies to investigate the same variables using samples from other sectors.

Keywords: high performance human resources practices, in-role and innovative job performance, affective commitment.

I. Introduction

Organizations generally look forward to all issues that will help in achieving organizational goals. The most important of these issues are employee-based issues, such as improvement of employee job performance through human resources management practices, particularly high-performance human resources. Some studies have confirmed a positive relationship between high-performance human resource practices and improved levels of employee's performance (Al-Hawary & Shdefat, 2016). However, there are some other factors that may have an impact in this relationship such as affective commitment (Al-Hawary & Alajmi, 2017). This was the reason that necessitated the exploration of the impact of human resources practices on job performance, as well as the investigation of the mediating role of affective commitment in the relationship between these two variables.

Many advantages of high-performance human resource practices were reported in the literature, such as enhancing the effectiveness of organization's activities (Daspit et al., 2018), developing employees' knowledge, skills and abilities (Kooij and Boon, 2018; Al-Hawary, 2015), empowering and motivating employees (Combs et al., 2006and Glaister et al., 2018). Examples of these practices incorporate employee selection and hiring, performance appraisal, intensive training, performance-based promotion, and incentives (Daspit et al. (2018; Al-Hawary, 2011), performance appraisal and information sharing (Kooij and Boon, 2018). The effect of high-performance human resource practices on job performance was clarified in the literature. Some of the studies found a positive effect of high-performance HR practices on job performance (Alfes et al. (2013) while other studies demonstrated a negative effect of high-performance HR practices such as performance appraisal, career advice, information sharing, opportunities to give ideason job performance (Kooij et al., 2013). Job performance as a construct that contribute to organizational goals (Rich et al., 2010) was divided into two types: in-role performance and innovative performance (Dizgah et al., 2012). In-role performance was regarded as a variable associated to job. Therefore, it can be used by job performance and employee ability to meet the requirements of performance. Innovative performance, on the other hand, refers to employee ability to generate, promote and realize ideas (Turnley and Feldman, 2000 and Somech, 2006, Lee et al., 2010, Schreurs et al, 2012).

Three common components of organizational commitment were introduced in the literature: affective, continuous, and normative commitment (Meyer and Allen, 1991). Affective or emotional commitment refers to employee attachment to the organization. Continuous commitments describes a state of comparison in which

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an employee distinguishes between costs caused by his or her decision to leave or stay with the organization, while normative commitment explains employee decision to stay with the organization (Kim and Beehr, 2018, Ramalho Luz et al., 2018). Studies that investigated relationships between high-performance human resource practices and affective commitment provide an evidence on positive relationships between these variables (Al-Hawary and Alajmi, 2017 and Kooij and Boon, 2018).With reference to the relationship between affective performance and job performance, numerous studies reported such a relationship (Shore and Wayne, 1993, Vandenberghe et al., 2004, Khan et al., 2010). In order to gain more understanding on the effects of high-performance HR practices on job performance in the presence of affective commitment as a mediator, this study was conducted to instruct practitioners to consider affective commitment to enhance the influence of HR practices on job performance.

II. Literature Review and Hypotheses Development

a) *High performance HR practices*

High-performance human resource practices was defined as a set of practices that have a vital effect on the effectiveness of the organization's activities (Daspit et al., 2018). Reviewing Kooij and Boon's (2018) study, this term can be defined as a bundle of practices used to manage human resources by focusing on three aspects related to employees' ability, motivation, and participation. From strategic human resource management theorists, high-performance human resource practices were considered as performance improving practices. The main cause behind regarding these practices as performance elevator was the ability of such practices to equip employees with three essentials, i.e., to enhance employees' skills, knowledge and abilities, to empower employees to do their jobs, and to keep them motivated (Combs et al., 2006). In the same context, Glaister et al. (2018) regarded high performance HR practices as practices used in organization to enhance employees' skills, employees' motivation and to enhance opportunities provided to them to use their skills and to benefit from their motivations.

Research on human resource practices in general resulted in numerous dimensions of high-performance human resource practices. Daspit et al. (2018) used five dimensions of high performance HR practices which were: employee selection and hiring, performance appraisal, intensive training, performance-based promotion, and incentives. In their study on a sample consisted of employees selected from Dutch university to investigate the relationship between high performance HR practices and affective commitment, Kooij and Boon (2018) categorized these practices into three main categories: practices that have an effect on employees' abilities such as training, practice that have influence on employees' motivations like performance appraisal, and employees' participation such as information sharing.

Combs et al. (2006) and Kehoe and Wright (2013) intimated three classes of high-performance human resource practices, which were practices that enhance employees' knowledge, skills and abilities, practices that magnify employees' motivation and practices that heighten empowerment. Table 1 presented high-performance human resource practices used in the current study. Those variables were utilized due to their association between both employees and the organization. These practices have a positive of employees' job achievement in an effective manner and, on the other hand, have a positive effect on the organizational performance (Wright et al., 2005).

Table 1: High performance HR practices used in the current research

Dimensions	Sub-dimensions	Source
• Practices enhance employees' knowledge, skills, and abilities (KSAs)	• Training and development • Job design • Compensation-oriented KSAs development	Wright et al. (2005), Al-Hawary et al. (2013), Al-Hawary & Nusair (2017); Al-Hawary & Al-Kumait (2017), Al-Hawary & Abu-Laimon (2013) Combs et al. (2006), Boxall and Macky (2007), Shahzad et al. (2008), Gürbüz (2009), Wei et al. (2010), McAlearney et al. (2011), Al-Hawary & Metabis (2017) Boxall (2012), Kooij et al. (2013), Wu et al. (2014), Mostafa et al. (2015), Heffernan and Dundon (2016), Shin and Konrad (2017), Kooij and Boon (2018), Glaister et al. (2018) and Daspit et al. (2018).
• Practices enhance employees' motivation	• Performance appraisal • Performance-based promotion • Incentives and rewards	
• Practices enhance employees' empowerment	• Information sharing • Workforce planning • Employment security • Participation programs • Self-managed teams	

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b) In-Role and Innovative job performance

Griffin et al. (2007) argued that the definition of job performance was shifted from the traditional view to a new comprehensive view in which the emphasis was coupled with behaviors that affect the effectiveness in an interdependent and uncertain environments. As a key pillar in organizational behavior field, job performance was defined as employees' contribution to organizational goals (Rich et al., 2010). Dizgah et al. (2012) cited tow categorization of job performance. The first one divided job performance into two types: task performance and dispositional performance. The second one grouped also into two types: in-role performance and innovative performance (Table 2). According to them, in-role performance is the dimension that constitute employee's tasks and responsibilities reported in the job description, while innovative performance is the dimensions that represent the innovative ideas or solutions provided by an employee to cope with problems faced in the work environment. Janssen (2001) assessed in-role performance using three sub-dimensions: job description, employee's responsibilities, and performance requirements and evaluated innovative performance applying three sub-dimensions: idea generation, idea promotion and idea realization. The same latent and observed variables of job performance were wielded in research (Turnley and Feldman, 2000, Somech, 2006, Ilies et al., 2007, Lee et al., 2010, Salanova et al., 2011, Schreurs et al., 2012). Hagedoorn and Cloodt (2003) reported three measurements of innovative performance, which were research and development, patents and announcements of new products.

Table 2: Job performance dimensions used in the current research

Dimensions	Sub-dimensions	Source
• In-role performance	• Job performance • Employee responsibilities • Performance requirements	Turnley and Feldman (2000), Somech(2006), Griffin et al. (2007), Lee et al. (2010), Dizgah et al. (2012), Schreurs et al (2012), Al-Hawary et al. (2013)
• Innovative performance	• Idea generation • Idea promotion • Idea realization	

c) Affective commitment

In their model of organizational commitment, Meyer and Allen (1991) conceptualized this variable into three components: affective commitment, instrumental commitment and normative commitment. These three components identified three states by which employee behavior in relation to the organization can be described. Employee attachment to his or her organization refers to affective commitment, employee perception of the cost he or she incurred in case of leaving the organization describes the instrumental commitment, while employee will to stay in the organization characterizes the normative commitment. According to Ramalho Luz et al. (2018), affective commitment is the most prevalent component of organizational commitment in the related literature. Kim and Beehr (2018) added that affective commitment is the component that built on the emotional attachment between the employee and the organization in comparison with instrumental and normative commitment that developed based on tangible causes. Therefore, attachment commitment was used in the current study. Allen and Meyer (1990) defined the affective commitment in terms of employee's identification with the organization, employee's emotional attachment to the organization and employee's involvement in the organization.

d) Research hypotheses

i. *High performance HR practices and job performance*

The positive influence of high performance HR practices on job performance was highlighted in numerous previous studies. Kooij et al. (2013) investigated relationships between HR practices, employee well-being (organizational commitment, organizational fairness and job satisfaction) as well as employee performance. They analyzed three sets of HR practices: development HR practices (training, a challenging job and full utilization of training outcomes), maintenance HR practices (performance appraisal, career advice, information sharing, opportunities to give ideas) and job enrichment HR practices. The results pointed out a negative correlation between development HR practices and employee job performance, and positive correlations between maintenance HR practices and job enrichment HR practices and job performance. Measuring job performance by task performance and innovative work behavior, Alfes et al. (2013) supported the hypotheses that high-performance HR practices are positively related to job performance. Based on these results, the following hypotheses was proposed:

H1: High performance HR practices has a positive influence on in-role job performance.

H2: High performance HR practices has a positive influence on innovative job performance.

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ii. *High performance HR practices and affective commitment*

Al-Hawary and Alajmi (2017) examined the impact of human resource management practices (human resource planning, recruitment and selection, rewards and incentives, and performance appraisal) on organizational commitment (affective, normative and continuance commitment). Their results underlined that human resource management practices were positively correlated to organizational commitment. Meyer and Smith (2000) examined the relationship between HR practices (performance appraisal, benefits, training, and career development) and organizational commitment (affective, normative and continuance commitment) and pointed out that HR practices have no direct effect on organizational commitment since the relationship between these variables are mediated by organizational support and procedural justice. Investigating the deferential role of affective and continuance commitment from managers' perspectives, Gong et al. (2009) found that maintenance HR practices (employment security, selective hiring, career planning and advancement, participation in decision making, performance appraisal, performance-based pay, training) have no correlation with affective commitment. The results of Kooij and Boon (2018) revealed a positive effect of high performance human resource practices on affective commitment. Consequently, the following hypothesis was offered:

H3: High performance HR practices has a positive influence on affective commitment.

iii. *Affective commitment and job performance*

The evidence on the relationship between affective commitment and job performance particularly has been established in the literature. In 1989, Meyer et al. found a positive correlation between affective commitment and job performance. Shore and Wayne (1993) indicated that in-role behaviors such as performance has an effect, either positive or negative, on the organizational effectiveness. Therefore, it was acknowledged that studying commitment and examining its related behaviors is very important for academics and practitioners. Vandenberghe et al. (2004) make a distinction between three states of affective commitment in which an employee affectively committed to the work group, the supervisor, and the organization. Their results indicated that employee's affective commitment to the supervisor had a positive impact on job performance. Riketta (2002) showed that affective or attitudinal commitment was one of the most examined variables by researchers in the field of organizational behavior due to its effects on the positive behaviors that enhance the effectiveness of the organization itself. Khan et al. (2010) studied the relationship between organizational commitment as measured by affective commitment, continuance commitment and normative commitment and found positive effects of these types on job performance. The findings of Somers and Birnbaum (1998) confirmed that organizational commitment (affective and continuous) has a non-significant association with job performance. According to Al-Hawary and Alajmi (2017), organizational commitment (affective, normative and continuance commitment) can be used asa predictor of job performance (human resource planning, recruitment and selection, rewards and incentives, and performance appraisal).In terms of the mediating role of affective commitment in the relationship between high-performance human resource practices and in-role or innovative job performance, there were no studies that examined these relationships. However, Ng et al. (2010) found that organizational commitment mediated the relationship between psychological contract breaches and innovative job performance. On the basis of these results, the following hypotheses were suggested:

H4: Affective commitment has a positive influence on in-role job performance

H5: Affective commitment has a positive influence on innovative job performance

H6: Affective commitment mediates the relationship between high-performance HR practices and in-role job performance.

H7: Affective commitment mediates the relationship between high-performance HR practices and innovative job performance.

III. Research Methodology

a) Research sample and data collection

A sample of 600low, middle and high levels managers and employees were selected from 10 industrial organizations located in Irbid, Jordan. Six hundred questionnaires were distributed to managers and employees in those organizations. Each organization received 60 questionnaires to be filled by 1 manager and 19 employees from each managerial level. Four hundred and sixty-eight questionnaires were returned complete, indicating a response rate of 78 percent.

b) Research model

Figure 1 displays the proposed model of the current study. It included 7 hypotheses in which high-performance human resource practices was postulated to has an influences on in-role job performance, innovative job performance and affective commitment (H1, H2, H3) and affective commitment was hypothesized to has influences on in-role job performance as well as innovative job performance (H4, H5). Furthermore, affective commitment was presumed to play a mediating role in the relationship between high-performance human resource practices and in-role job performance (H6) and a mediating role in the relationship between high-performance human resource practices and innovative job performance (H7).

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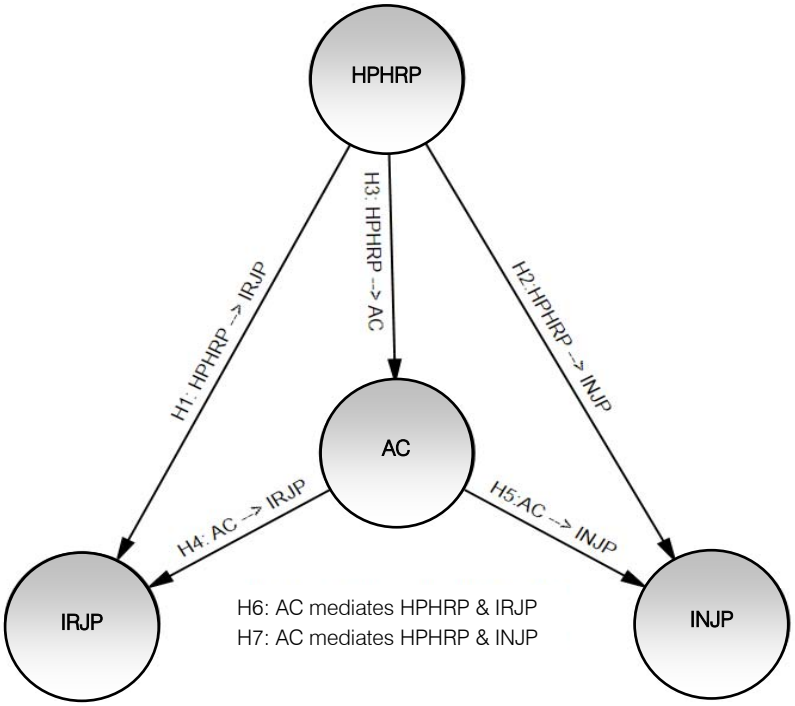


Figure 1: The proposed model of the study

c) Research measures

Three key dimensions were used as dimensions of high performance human resource practices in the current research: knowledge, skills, and abilities HR practices, motivation HR practices and empowerment HR practices. Fourteen items were adopted from Gardner et al. (2001) to measure these practices. On the other hand, job performance categories, which were in-role or standard and innovative job performance, were measured using 10 items from Janssen (2001). In-role job performance items were related to job description, employees' responsibilities, employees duties, and performance requirements, while innovative job performance items were linked to idea generation, promotion and realization. Affective commitment was measured by six items from Rhoades et al. (2001). The focus of these items was on employee sense of belonging to the organization, employee attachment to the organization, employee proud of the organization, employee personal meaning of his work at the organization, and employee feeling of organization problems as it were his own problems.

IV. Research Results

a) Data aggregation

In order to ensure homogenous responses, the required data were aggregated to the group level due to the structure of the response that were collected from both managers and employees. Chan (1998) stated that the aggregation of individual responses should be justified based on indices of within-group like R_{wg}index that suggested by James et al. (1984, cited in Chan, 1998). In a similar case, the aggregation method was used by Tjosvold et al. (2003). The main idea behind using this index is to ensure a sufficient agreement between participants in terms of their responses. The agreement index (R_{wg}) should be calculated and compared to cutoff value of .70 (Castro, 2012 and Biemann et al., 2012).Clapp-Smith et al. (2009) added that both R_{wg} and interclass correlations (ICCs) are required to justify data aggregation. The results of interrater reliability illustrated in Table 3 that emerged on the basis of within-group agreement and ICCs made known that the evaluation of high-performance human resource practices, in-role and innovative job performance and affective commitment as group-level variables was statistically justified. Low values of ICC1 (the total variance between group members) and high levels of ICC2 (reliability index for group mean) present that the group level variable is free of rater errors (Newman and Sin, 2009).

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Table 3: Interrater reliability results

Variables	Rwg	ICC1	ICC2
High-performance human resource practices	0.79	0.28	0.91
In-role and innovative job performance	0.81	0.15	0.77
Affective commitment	0.77	0.19	0.81

b) Descriptive statistics, reliability and validity.

Means, standard deviations, factor loadings, average variance extracted (AVE), Cronbach's alpha, and composite reliability (CR) were computed and presented in Table 4. The results showed moderate to high means of respondents estimations: KSA HR practices (M = 3.62), motivation HR practices (M = 3.35), empowerment HR practices (M = 3.63), in-role performance (M = 3.61), innovative performance (M = 3.52), Affective commitment (M = 3.37). Factor loadings were ranged from 0.69 to 0.82 and indicating strong loadings since all values were higher than 0.6. Götz et al. (2010) indicated that AVE is a common measure used to test convergent validity and a value of AVE above 0.5 is well advised. A value of Cronbach's alpha above 0.7 is considered acceptable (Santos, 1999). On the other hand, composite reliability higher than 0.70 is used as a threshold point (Martensen et al., 2007).

Table 4: Descriptive statistics, reliability and validity

Variables	Items	Mean	SD	Loading	AVE	α	CR
KSA HR practices (HR1)	KSA1	3.78	0.71	0.69	0.841	0.821	0.79
	KSA2	3.88	0.81	0.70			
	KSA3	3.64	0.42	0.74			
	KSA4	3.11	0.66	0.82			
	KSA5	3.69	0.91	0.79			
Total	-	3.62	0.75	-			
Motivation HR practices (HR2)	MOT1	2.55	1.00	0.77	0.721	0.792	0.81
	MOT2	3.66	0.55	0.89			
	MOT3	3.90	0.74	0.71			
	MOT4	2.97	0.59	0.75			
	MOT4	3.67	0.45	0.80			
Total	-	3.35	0.68	-			
Empowerment HR practices (HR3)	EMP1	3.50	0.78	0.74	0.810	0.782	0.76
	EMP2	3.89	0.84	0.73			
	EMP3	3.58	0.49	0.84			
	EMP4	3.46	0.76	0.86			
	EMP5	3.73	0.59	0.73			
Total	-	3.63	0.77	-			
In-role performance (JP1)	IR1	3.44	0.58	0.70	0.79	0.881	0.78
	IR2	3.74	0.68	0.75			
	IR3	3.65	0.69	0.81			
	IR4	3.48	0.77	0.82			
	IR5	3.78	0.80	0.77			
Total	-	3.61	0.79	-			
Innovative performance (JP2)	IN1	3.55	0.74	0.69	0.711	0.821	0.76
	IN2	3.87	0.75	0.73			
	IN3	2.77	0.66	0.80			
	IN4	3.68	0.81	0.72			
	IN5	3.75	0.75	0.76			
Total	-	3.52	0.71	-			
Affective commitment (AC1)	AF1	2.40	0.71	0.74	0.798	0.801	0.88
	AF2	3.69	0.46	0.68			
	AF3	3.71	0.58	0.84			
	AF4	3.70	0.76	0.86			
	AF5	2.79	0.89	0.76			
	AF6	3.88	1.04	0.81			
Total	-	3.37	0.74	-			

c) Product moment correlation coefficients

Pearson coefficients were computed as shown in Table 5 in order to estimate the strength of the linear correlation among research variables. The results marked positive and significant associations among all variables. That is, KSA HR practices was positively correlated to

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motivation HR practices (r = 0.55, P < 0.05), empowerment HR practices (r = 0.48, P < 0.05), in-role job performance (r = 0.71, P < 0.05), innovative job performance (r = 0.50, P < 0.05) and affective commitment (r = 0.39, P < 0.05). Motivation HR practices was positively correlated to empowerment HR practices (r = 0.40, P < 0.05), in-role job performance (r = 0.69, P < 0.05), innovative job performance (r = 0.73, P < 0.05) and affective commitment (r = 0.57, P < 0.05). Empowerment HR practices was positively correlated to in-role job performance (r = 0.63, P < 0.05), innovative job performance (r = 0.78, P < 0.05) and affective commitment (r = 0.68, P < 0.01).In-role job performance was positively correlated to innovative job performance (r = 0.60, P < 0.01) and affective commitment (r = 0.66, P < 0.05). Finally, the results treasured a positive association between innovative job performance and affective commitment.

Table 5: Product moment correlation coefficients

Variables	1	2	3	4	5	6
1	-					
2	0.55*	-				
3	0.48*	0.40*	-			
4	0.71*	0.69*	0.63*	-		
5	0.50*	0.73*	0.78*	0.60**	-	
6	0.39*	0.57*	0.68**	0.66*	0.59*	-

1: KSAHR practices, 2: motivation HR practices, 3: empowerment HR practices, 4: in-role job performance, 5: innovative job performance, 6: affective commitment.
*Correlation is significant at the 0.05 level
** Correlation is significant at the 0.01 level

d) Structural equation modeling (SEM)

Structural equation Modelling (SEM) has been emerged as a statistical methodology used to test hypotheses. According to this methodology, the variables of the proposed model are tested simultaneously to determine the degree of model consistency with data. A good fit model presents an acceptance of the hypothesized relationships among variables. If not, such relationships should be rejected (Byrne, 2016). The hypothesized model of this study comprised seven relationships among variables. High-performance HR practices (KSA HR practices, motivation HR practices and empowerment HR practices) were postulated to have positive effects on job performance (in-role and innovative job performance) and affective commitment (AC). Furthermore, positive effects were assumed between affective commitment and in-role and innovative job performance. Due to the presence of affective commitment in the model as a mediator variable, two hypotheses were presuppose in relation to the mediating role of high-performance HR practices and job performance (in-role and innovative job performance).

e) Goodness-of-fit

Five indexes were used to test goodness-of-fit: the minimum discrepancy (Chi-square/degrees of freedom), Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), The comparative fit index CFI), and root mean square error of approximation (RMSEA). The results given in Table 6 demonstrated a good fit model. Thereupon, the model cab be used to test the hypotheses.

Table 6: Goodness-of-fit indexes

Index	Value	Rule	Decision
CMIN/DF	1.890	value < 3	Confirmed
GFI	0.922	value > 0.90	Confirmed
AGFI	0.931	value > 0.90	Confirmed
CFI	0.910	value > 0.90	Confirmed
RMSEA	0.050	value < 0.08	Confirmed

f) Path analysis

Figure 2 stages four unobserved latent variables: high-performance HR practices (HPHRP), in-role job performance (IRJP), innovative job performance (INJP) and affective commitment (AC) in addition to six observed variables, three of these variables were used to measure HPHRP (HR1, HR2, HR3), one to measure IRJP (JP1), one to measure INJP (JP2), and one to measure AC (AC1). The results in Table 7 revealed that HPHRP has significant impacts on IRJP (ß = 0.35, S.E. = 0.14, C.R. = 9.23, P < 0.05), INJP (ß = 0.31, S.E. = 0.18, C.R. = 6.58, P < 0.05) and AC (ß = 0.29, S.E. = 0.09, C.R. = 7.13, P < 0.05). Thence, H1, H2 and H3 were supported.

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Table 7: Results of hypotheses H1, H2 and H3 testing

H	Path			ß	S.E.	C.R.	P
H1	HPHRP	→	IRJP	0.35	0.14	9.23	0.000
H2	HPHRP	→	INJP	0.31	0.18	6.58	0.000
H3	HPHRP	→	AC	0.29	0.09	7.13	0.000

The results in Figure 3 affirmed that AC mediated the effect of high-performance HR practices on in-role job performance (path coefficient = 0.41, P < 0.05, mediation model coefficient = 0.31, p > 0.05). In relation to innovative job performance, the results in Figure 4reasserted that affective commitment partially mediated the effect of high-performance HR practices on innovative job performance. In that event, hypotheses 4, 5, 6, and 7 were accepted.

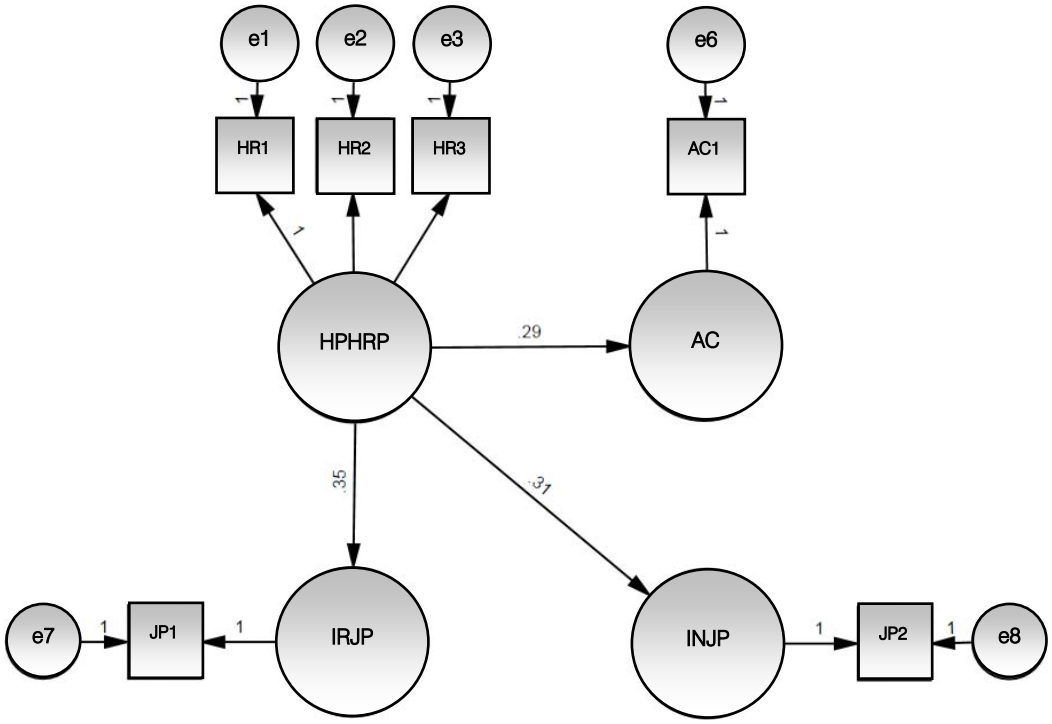


Figure 2: The effect of HPHRP on IRJP and AC

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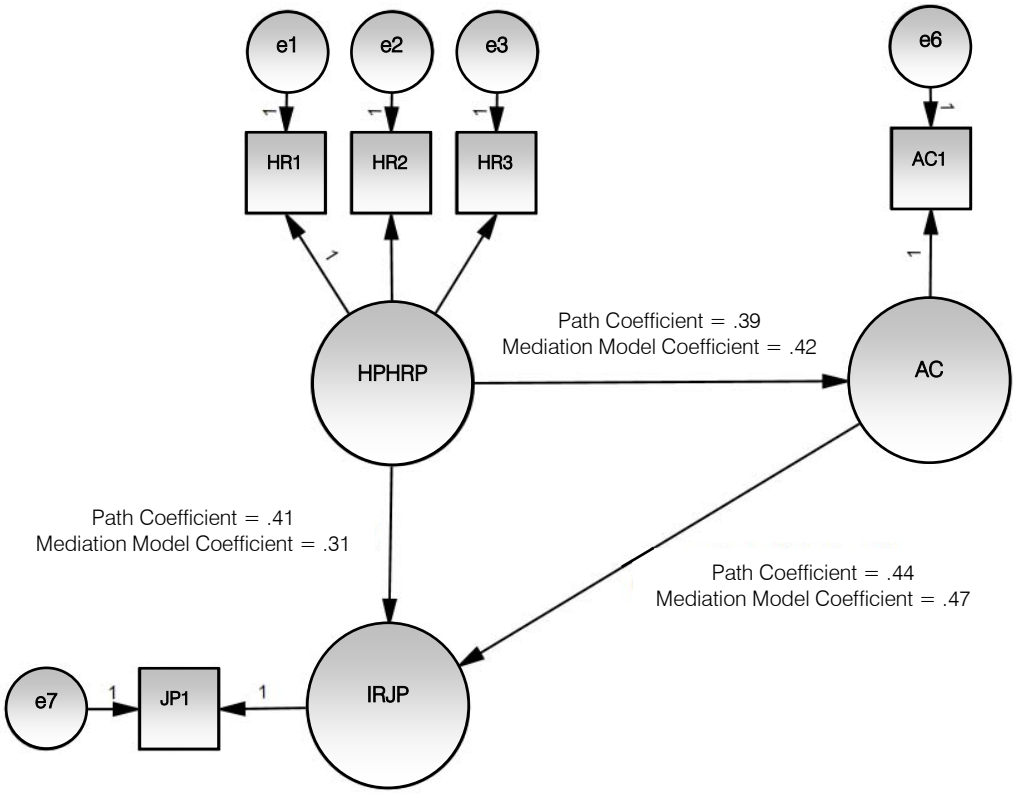


Figure 3: Results of mediating role of AC on the effect of HPHRP on IRJP

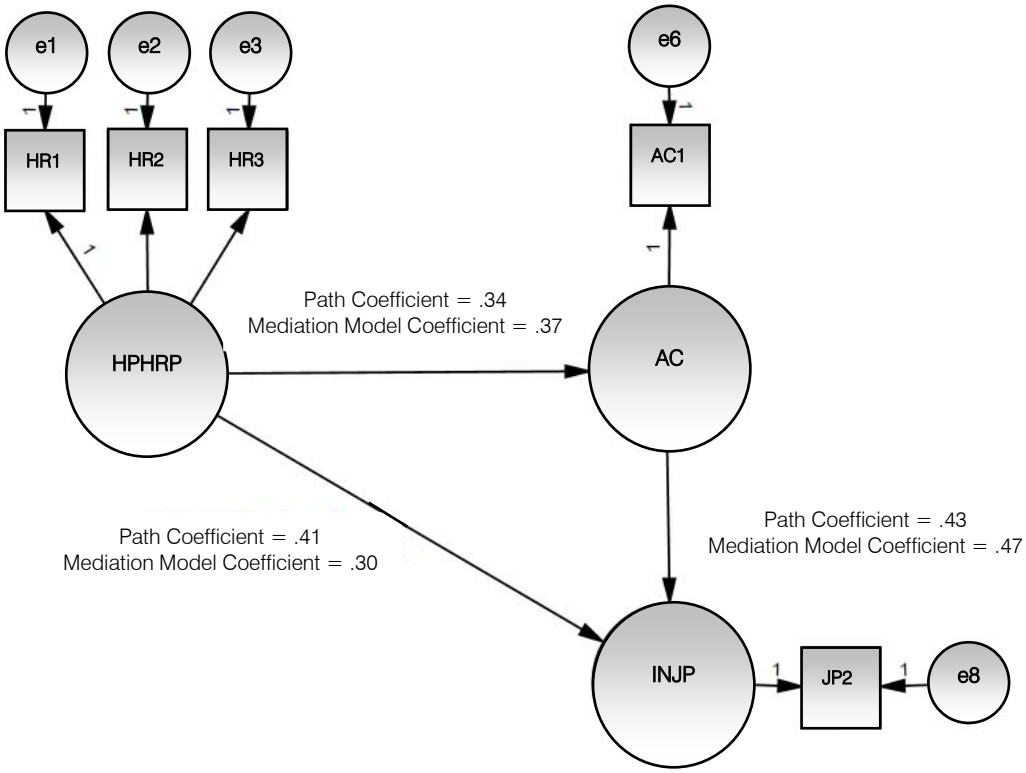


Figure 4: Results of mediating role of AC in the effect of HPHRP on IRJP

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V. Discussion and Conclusion

The aim of this study was twofold. First, to explore the impact of high performance HR practices and job performance as divided into two types: in-role job performance and innovative job performance. Second, to examine the mediating role of affective commitment in the effect of high performance HR practices and in-role job performance as well as innovative job performance. Unlike Kooij et al. (2013), the results of this study pointed out that high performance HR practices positively affected both in-role job performance and innovative job performance. A similar result was found by Alfes et al. (2013).The impact of high performance HR practices job performance was justified in the literature. Combs et al. (2006) indicated that the importance of high-performance HR practices can distinguished by the ability to improve employees' skills, knowledge, abilities, empower them to perform their tasks and to motivate them to ensure their continuity in utilizing their skills, knowledge, abilities in their jobs. Furthermore, the results of this study established a positive impact of high-performance HR practices on affective commitment. Different results were found in the literature. Al-Hawary and Alajmi (2017) and Kooij and Boon (2018) specified a positive impact of HR practices on organizational commitment as measured by affective, normative and continuance commitment, while Meyer and Smith (2000) reported a non-significant impact of HR practices on organizational commitment (affective, normative and continuance commitment). Gong et al. (2009) showed that HR practices such as employment security, selective hiring, career planning and advancement, participation in decision making, performance appraisal, performance-based pay, and training have no correlation with affective commitment. In regard to the impact of affective commitment on job performance, it was became evident according to the present study that affective commitment has a positive impact on job performance. The result was echoed by Meyer et al. (1989) and Al-Hawary and Alajmi (2017). The findings of Somers and Birnbaum (1998) showed a non-significant association between affective commitment and job performance. Finally, it was became known that affective commitment play a significant role in mediating the effect of high-performance HR practices on both in-role job performance and innovative performance. To the best of the researcher knowledge, no studies were conducted to examine the same hypotheses of affective commitment mediation.

In their model of organizational commitment, Meyer and Allen (1991) conceptualized this variable into three components: affective commitment, instrumental commitment and normative commitment. These three components identified three states by which employee behavior in relation to the organization can be described. Employee attachment to his or her organization refers to affective commitment, employee perception of the cost he or she incurred in case of leaving the organization describes the instrumental commitment, while employee will to stay in the organization characterizes the normative commitment. According to Ramalho Luz et al. (2018), affective commitment is the most prevalent component of organizational commitment in the related literature. Kim and Beehr (2018) added that affective commitment is the component that built on the emotional attachment between the employee and the organization in comparison with instrumental and normative commitment that developed based on tangible causes. Therefore, attachment commitment was used in the current study. Allen and Meyer (1990) defined the affective commitment in terms of employee's identification with the organization, employee's emotional attachment to the organization and employee's involvement in the organization. The significant mediating role of affective commitment in this study can be attributed to the nature of this component which refers to the emotional attachment of an employee to his or her organization (Meyer and Allen, 1991). Decisively, it was concluded that emotionally attached employees have higher level of task-related performance as well as his desire to generate, promote and realize ideas.

VI. Limitations and Future Research

The major limitation of this study was the lack of theoretical foundation on some variables and relationships with variables like the mediating role of affective commitment studied in this study. In a study taken place by Kooij et al. (2013), the age of the employee was found to has a significant role in relationships between human resource practices, organizational commitment and employee performance. Their results indicated that associations among these variables change in favor of employee age. Therefore, future research should consider employee age either as control or moderating variable when examining relationships among these variables.

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Global Journal of Management and Business Research: a Administration and Management
Volume 18 Issue 4 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

A Study on Role of Information Technology (IT) in Retail Business Create Long Term Relationship with Customers

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Abstract- Customer relationship management (CRM) is an approach to accomplish a company's interaction with current and potential customers. It uses data analysis about customers' history with a company to improve business relationships with customers, specifically concentrating on customer retention and ultimately driving sales growth. Customer relationship management (CRM) is becoming a key practice for retailers looking to increase sales and profitability. As more and more organizations understand the significance of becoming customer-centric into day's competitive era, they adopted CRM as a core business strategy and invested profoundly. CRM, integration of information technology and relationship marketing, provides the infrastructure that facilitates long-term relationship building with customers at an enterprise-wide level. Researchers and retailers have recognized the importance of providing a high level of service to customers. The management should emphasis on gaining customer loyalty by attractive customer perceptions of service quality and increasing the professed consumer value. With the help of information technology, retailers try to maintain a good relationship with customers and make them satisfy that leads to create customer loyalty.

Keywords: information technology, CRM, retailing, relationship management, loyal.

GJMBR-A Classification: JEL Code: L81



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A Study on Role of Information Technology (IT) in Retail Business Create Long Term Relationship with Customers

Dr. China Babu Geddati [α] & Sumathi Rani Manukonda [σ]

Abstract- Customer relationship management (CRM) is an approach to accomplish a company's interaction with current and potential customers. It uses data analysis about customers' history with a company to improve business relationships with customers, specifically concentrating on customer retention and ultimately driving sales growth. Customer relationship management (CRM) is becoming a key practice for retailers looking to increase sales and profitability. As more and more organizations understand the significance of becoming customer-centric into day's competitive era, they adopted CRM as a core business strategy and invested profoundly. CRM, integration of information technology and relationship marketing, provides the infrastructure that facilitates long-term relationship building with customers at an enterprise-wide level. Researchers and retailers have recognized the importance of providing a high level of service to customers. The management should emphasis on gaining customer loyalty by attractive customer perceptions of service quality and increasing the professed consumer value. With the help of information technology, retailers try to maintain a good relationship with customers and make them satisfy that leads to create customer loyalty.

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I. Introduction

The Retail industry in India is undoubtedly one of the fastest growing industry in the world. to the entry of several new players. It accounts for over 10 per cent of the country's Gross Domestic Product (GDP) and around 8 per cent of the employment. India is the world's fifth-largest global destination in the retail space. Indian Retail Industry has enormous potential as India has the second largest population with prosperous middle class, speedy urbanization and solid growth of internet. India's retail market is expected to increase by 60 % to reach US$ 1.1 trillion by 2020, on the back of factors like rising incomes and lifestyle changes by middle class and improved digital connectivity.

Technology is essential for modern organized retailing business. Technology proves beneficial in creating and maintaining customer relationships. Retailers such as Lifestyle, Pantaloon, Shoppers Stop and Westside are using all kinds of technology tools like POS (Point of Sale), RFID (Radio frequency identification), Barcode, ERP (Enterprise resource planning), Mobile application, EAS (Electronic article surveillance), ECR (Electronic customer response), e-CRM (Electronic CRM), Checking scanner, Debit/ Credit card payment machines, Data mining, Digital camera/CCTVs, ATM's, Touch screens, Interactive Kiosks, Data warehousing, Smart-card embedded loyalty cards etc.

Latest technological strategy for retails is Omni channel (also spelled omni-channel) is a multichannel approach to sales that seeks to provide the customer with a seamless shopping experience whether the customer is shopping online from a desktop or mobile device, by telephone or in bricks and mortar store. Omni comes from the word Omnis which can mean all or universal. The way that many are explaining Omni channel today is 'cross channel being done well'. There is true integration between channels on the back end. For example, when a store has implemented an Omni channel approach, the customer service representative in the store will be able to instantly reference the customer's previous purchases and preferences just as easily as the customer service representative on the phone can do the customer service web chat representative can. Or the customer can use a desktop computer to patterned inventory by the store on the company's website, purchase the item later with a smart phone or tablet and pick up the product at the customer's chosen location. Examples are often that the mobile app should match the responsive design of the website which should thematically reflect the look and feel inside the store. Omni channels, India's leading modern retailer Shoppers Stop Ltd is hoping to be ready with its Omni-channel project by 2017-18. Lifestyle has announced the launch of a new gift card that offers an improved shopping experience to its customers. Redeemable online, offline, on the official apps and in over 270 stores across 80 cities, the new Lifestyle Gift Card gives one countless gifting options.

These technology tools are highly essential for any retail organization to survive in the present competitive techno world. All these technology devices simplify the business task and help to maintain a good

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relationship with customers. More authentic and useful data can be collected at the retail point of sales (POS) which helps to understand customer's preferences, buying habits, spending budgets and their individual family needs. Relationships are maintained by utilizing IT for periodical e-mailing, SMS, greetings, promotional letters and personal calling, etc. Retailing growth has demanded IT deployment to broaden its arena and overcome challenges namely business optimization increasing Supply Chain Management (SCM) efficiency, innovating shopping experience and other manual limitations. Present decade has witnessed tremendous growth in online shopping. Indians are very familiar with technological practices now. The current study has tried to find the online customers behavior of web shopping. All the selected four stores have online technology services. Customers of these four stores are using online shopping transaction. The following section discusses the types of technological practices in selected retail stores and its customer's approach.

Customer Relationship Management is an upright concept or strategy to solidify relations with customers and at the same time reducing cost and enhancing productivity and profitability in business. An ideal CRM system is a centralized collection of all data sources under an organization and provides an atomistic real-time vision of customer information. A CRM system is vast and significant, but it can be implemented for small business, as well as enterprises, the main goal is to assist the customers efficiently.

The fundamental intention of a CRM is based on the awareness, understanding and serving the customer in best possible manner is the method of developing the long-term relationship and compete in the market. The following points have to possess the relationship in a framework. They are:

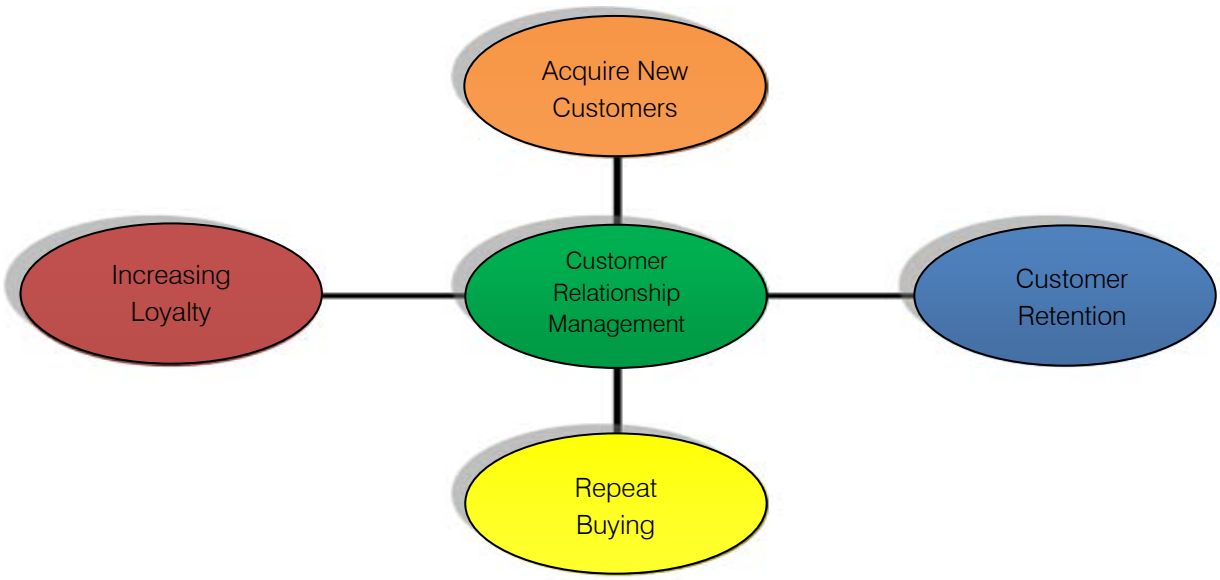


Figure 1: Flow diagram of Concept of CRM

CRM is a business approach that integrates people, processes, and technology to maximize the relations of an organization with all types of customers. CRM helps in understanding the customer better, which enable organizations to effectively customize their products and service offerings according to the customer needs to retain customers and increase customer loyalty and satisfaction. Many organizations are embracing customer relationship management strategies to reap benefits such as enhanced revenues and high profits.

II. Literature Review

There are many CRM definitions were proposed by marketing practitioners and scholars. CRM managing the customers has become one of the central ways to make the companies' operations more effective and profitable (Raulas, 2005). Customers should be seen as an investment, because without customers a company will not have any profits, no revenues and consequently no market value. "While some of these conceptualizations are similar, there is definitely a lack of consensus as to the most appropriate way in which this emerging phenomenon should be defined" (Zablah et al. 2004b).

Atul Parvatiyar and Jagdish N Sheth, (2001) describe CRM refers to a conceptually broad phenomenon of business activity. They attributed the development of CRM to the changes of business circumstances with IT, especially innovation of firms, interfaces with customers and total quality philosophy associated with cost reduction efforts. They paid attention to customer selectivity and the simultaneous realization of efficiency, instead of viewing CRM in a narrow sense of data marketing.

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Duane Sharp (2003) explained Corporate CRM strategies are dependent on an information infrastructure comprised of various technologies that enable organizations to store, access, analyze, and manipulate large amounts of customer data. Most organizations with large number of customers to manage, frequently in the thousands or millions, require a combination of sophisticated technologies to implement CRM. Four major areas of technology contribute to a successful CRM project: 1. Data warehousing 2. Database management systems 3. Data mining 4. Business analysis software. Within each of these major technology areas, there are subsets of system and application software to handle a range of CRM- oriented functions, such as: queries on the database, value analysis, and mathematical models for predictive analysis, as well as other mathematical data analysis techniques referred to as "analytics". All of these applications contribute to the CRM solution by enabling organizations to analyze data based on a wide range of parameters.

V. Venkataramana and G. Somayajulu (2003) have observed that CRM as a business strategy has radically transformed the way of organizations operate. There has been a shift in business focus from transactional to relationship marketing where the customer is at the center of all business activity. Organizations are now trying to restructure their processes around the needs of their strategically significant customers. The critical driver of such a significant shift towards customer orientation is the realization that customers are a business asset that when managed effectively can derive continuous and sustainable economic value for an organization over their lifetime.

Due to e-CRM, you can interact with customer's right at your site through phone, chat, email, collaboration or forwarding of pages back and forth between the Representative and the Customer. According to Harris, E. K. (2000) e-CRM customers will have any service available anytime throughout the year and can assist the customer in any way he required and pass on any information about your company's product or service, right then and there with the prior permission when the customer is browsing through pages at your site. e-CRM maintains long-term relationship with the customers by providing trust, ethics and friendship.

The first requirement for the successful implementation of CRM is clarity regarding CRM terminology. From the many approaches available, the distinction between the following three areas has become accepted which are:

a) *Operational CRM:* Supports front office processes, e.g. the staff in a call center. Operational integration points exist to human resource systems for user data and ERP systems for transferring order information which was captured e.g. from a call center representative. From an operations perspective, Bose [28] pointed out that CRM is an integration of technologies and business processes that are adopted to satisfy the needs of a customer during any given interaction.

b) *Analytical CRM:* Builds on operational CRM and establishes information on customer segments, behavior and value using statistical methods. It is useful for management and evaluation purposes, the operational customer data are integrated with a centralized data warehouse which is consolidated data based on certain criteria (e.g. sales, profits). Here the data mining tool analyses defined dimensions e.g. compares the characteristics of one customer with another, leading to the determination of a customer segment and thus providing the basis for targeted marketing campaigns.

c) *Collaborative CRM:* Concentrates on customer integration using a coordinated mix of interaction channels (multi-channel management), e.g. online shops, and call centers. Approximately 60% of the companies surveyed use internet portals in their customer communication for selected or suitable activities. CRM is therefore understood as a customer-oriented management approach where information systems provide information to support operational, analytical and collaborative CRM processes and thus contribute to customer profitability and retention. While potential benefits are attractive, CRM implementation must be managed carefully to deliver results.

III. Methodology

a) Objectives of the Study

The main objective of the study is to examine the Information Technology (IT) infrastructure in retail business effects on customer satisfaction with reference to organized retailing.

1. To analyze the information technology infrastructure in retail business helps to create a good customer relationship.
2. To study the retailer's information gives more awareness to customers about the store.
3. To understand the customer loyalty with retailer's communication channels.

b) Hypothesis

H1: An Information Technology (IT) infrastructure in retail business helps to maintain the good relationship with customers.

H2: Communication channels which are used by retailers give more information/awareness to the customers.

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H3: Wishes and Greetings send by retails won't impact in terms of create loyalty among customers.

c) Sample Size

The customer sample size is 760 from selected four cities for the study.

- Number of selected stores are 4 which are Lifestyle, Pantaloons, Shoppers' stop and Westside.
- Number of selected cities are 4 which are Delhi, Mumbai, Kolkata and Hyderabad.
- Sample size for each city - 200 customers (Approximately).
- Sample size for each store in each city -50.

d) Research Tool

The research tool is essential to collect the data from respondents. A questionnaire is the prime data collection tool to what this study is intending to achieve. Survey method with structured questionnaire for Consumers.

e) Data Collection

Data has been collected based upon two broad approaches i.e. Secondary data and Primary data. Secondary data is data that already exists and that has been collected for another purpose (Churchill, 1996) and in this research it is consists of books, articles, journals, retail companies report and web/internet. Primary data are collected through observation, interviews and/or questionnaires (Hair et. al., 2003).

f) Tool for Data Collection

The questionnaire comprised of two sections. First section deals with the demographics. Second section related to 15 factors. The questionnaire had given five-point scales rating highly satisfied (1) to highly dissatisfied (5), where five is the lowest rank. The data collected from respondents later classified on the basis of age, education, sex, income, location and occupation.

g) Tools for Data Analysis

Data has been analyzed using the statistical package (SPSS 17.0) and MS-Excel.

IV. Data Analysis

H1: An Information Technology (IT) infrastructure in retail business helps to maintain the good relationship with customers.

To test above mentioned hypothesis the study has identified different areas which are part of technology (IT) practices used by these four retailers. The study is mainly focused on customer satisfaction level on technology services provided by the stores, use and effectiveness of communication channels like SMS's, E-mails, Phone calls etc., wishes/greetings sends by retailers to the customers, web shopping practices etc. It has applied customer cross tabulation method to find the outcome of the data. Customers of selected stores have responded differently from the four cities.

a) Customer Satisfaction of Technology Services

To understand the customer satisfaction of the technology services provided by the Life style, Pantaloon, Shoppers Stop, and Westside malls located in Delhi, Hyderabad, Kolkata, and Mumbai, information has been collected from the customers. A total of 760 respondents are surveyed. The level of satisfaction is analyzed on scale of "Highly Satisfied, Moderately Satisfied, Neither/nor, Moderately Dissatisfied, and Highly Dissatisfied."

Table 1: Outlet wise customer's satisfaction with the technology services

Name of the Outlet	Highly Satisfied	Moderately Satisfied	Neither/Nor	Moderately Dissatisfied	Highly Dissatisfied	Total
Lifestyle	35 (17.7)	129(65.2)	24(12.1)	8(4.0)	2(1.0)	198(100)
Pantaloon	34(16.1)	152(72.0)	24(11.4)	1(0.5)	0(0.0)	211(100)
Shoppers Stop	63925.9)	152(62.6)	19(7.8)	6(2.5)	3(1.2)	243(100)
Westside	19(17.6)	72(66.7)	14(13.0)	1(0.9)	2(1.9)	108(100)
Total	151(19.9)	505(66.4)	81(10.7)	16(2.1)	7(0.9)	760(100)

Source: Authors – Primary Data Analysis

Table 2: City wise customer's satisfaction with the technology services

Name of the City	Highly Satisfied	Moderately Satisfied	Neither/Nor	Moderately Dissatisfied	Highly Dissatisfied	Total
Delhi	37(19.7)	129(68.6)	16(8.5)	5(2.7)	1(0.5)	188(100)
Hyderabad	42(19.9)	128(60.7)	34(16.1)	5(2.4)	2(0.9)	211(100)
Kolkata	33(21.7)	104(68.4)	11(7.2)	1(0.7)	3(2.0)	152(100)
Mumbai	39(18.7)	144(68.9)	20(9.6)	5(2.4)	1(0.5)	209(100)
Total	151(19.9)	505(66.4)	81(10.7)	16(2.1)	7(0.9)	760(100)

Source: Authors – Primary Data Analysis

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The above tables 1 & 2 shows that 66.40% of respondents from all locations are 'Moderately Satisfied' with the technological services. 19.90% customers are 'Highly Satisfied' on the other hand only 1% respondents are 'Highly Dissatisfied' and 2% of respondents are 'moderately dissatisfied'. The above values are same to the outlet wise transaction as well as city. It says that around 86% of customers are satisfied with technology provided by the outlets in four selected cities. Hence an Information Technology (IT) infrastructure in retail business helps to maintain the good relationship with customers.

H2: Communication channels which are used by retailers give more information/awareness to the customers.

Table 3: Product/Price Information from the stores

Name of the Outlet	Yes	No	Total
Lifestyle	100(50.5)	98(49.5)	198(100)
Pantaloon	106(50.2)	105(49.8)	211(100)
Shoppers Stop	166(68.3)	77(31.7)	243(100)
Westside	62(57.4)	46(42.6)	108(100)
Total	434(57.1)	326(42.9)	760(100)

Source: Authors – Primary Data Analysis

In general, companies send information about "new product arrivals, new prices, offers, discounts, loyalty points redeemable etc." to their membership card holders through SMS's, e-mails, phone calls etc., to the customers. In this study, 414 membership customers were questioned. Remaining 20 out of 434 customers are not membership card holders but they are registered with companies through online. The table 5.68 shows the importance of products/prices information shared by the outlets. Among the 760 respondents, 57.1% agreed on products/prices information sharing by the outlets. From the four malls, the Shoppers Stop shared maximum information on products/prices with their customers. The position of the Lifestyle outlet and Pantaloon outlet is approximately similar (50%). Whereas Westside is ahead of rest of the three outlets in sending the products, price, etc. related information to the customers.

Table 4: Retailers Communication Channels

Name of the Outlet	SMS	Emails	Phone Calls	Mobile/Email etc.	Mobile/Email	Total
Lifestyle	66(62.9)	16(15.2)	3(2.9)	10(9.5)	10(9.5)	105(100)
Pantaloon	51(47.7)	15(14.0)	4(3.7)	16(15.0)	21(19.6)	107(100)
Shoppers Stop	91(55.8)	28(17.2)	9(5.5)	16(9.8)	19(11.7)	163(100)
Westside	32(54.2)	9(15.3)	4(6.8)	7(11.9)	7(11.9)	59(100)
Total	240(55.3)	68(15.7)	20(4.6)	49(11.3)	57(13.1)	434(100)

Source: Authors – Primary Data Analysis

Communication is an essential activity for any business. Retailers communicate their business information like latest events in the outlet to customer through different communication channels. Usually, retailers send information to the customer by weekly an SMS and an e-mail. The table-4 provides information on the most preferred way of communication adopted by the malls to share information with their customers.

The maximum numbers of respondents are from Shoppers Stop and Pantaloon. Out of total 434 respondents, 55.3% respondents are communicated through SMS services and, only 4.6% is through Phone calls. Lifestyle used maximum SMS services to communicated to their customers. E-mail is the second most preferred mode of communication by the listed malls in Delhi, Hyderabad, Kolkata, and Mumbai. Companies get almost 30% sales growths through this method.

Table 5: Usefulness of information from the store

Name of the Outlet	Yes	No	Total
Lifestyle	83(79.0)	22(21.0)	105(100)
Pantaloon	92(86.0)	15(14.0)	107(100)
Shoppers Stop	142(87.1)	21(12.9)	163(100)
Westside	48(81.4)	11(18.6)	59(100)
Total	365(84.1)	69(15.9)	434(100)

Source: Authors – Primary Data Analysis

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The table-5 infers that majority of the 434 respondents found the shared products/prices information by the malls is very useful. Pantaloon and Shoppers Stop customers reacted as highly useful information by 86.0% and 87.1% respectively. So, the technology aids are useful to customers as well as companies. It is one of the methods to create long-term relationship with customers. Through this method, companies are promoting products to their membership card holders. It is the easiest and latest technique for every retail organization.

Table 6: Types of information of the retailers

Name of Outlet	New Arrivals	Latest Price	Offers	Scheme	Available loyalty points and others	Total
Lifestyle	22(21.0)	19(18.1)	25(23.8)	6(5.7)	33(31.4)	105(100)
Pantaloon	19(17.8)	11(10.3)	31(29.0)	6(5.6)	40(37.3)	107(100)
Shoppers Stop	46(28.2)	38(23.3)	31(19.0)	6(3.7)	42(25.8)	163(100)
Westside	14(23.7)	5(8.5)	16(27.1)	1(1.7)	24(39.0)	59(100)
Total	101(23.3)	73(16.8)	103(23.7)	19(4.4)	138(31.8)	434(100)

Source: Authors – Primary Data Analysis

Companies send information to membership customers about their new programs, arrivals, schemes etc. The table-6 shows the kinds of information shared by Lifestyle, Pantaloon, Shoppers Stop, and Westside to their customers. From the total 434 respondents 31.8% customers receive updates on all types of information. Westside mall sends 37.3% information about the new arrivals/latest price to the customers. Shoppers Stop sends new arrivals information which shares 28.2% of total 101 respondents. Out of 103 respondents, 23.3% reported information about latest price by Shoppers Stop is helpful. Pantaloon and Westside stores are communicating maximum information with customers. Almost all companies are providing equal information services to the customer.

H3: Wishes and Greetings send by retails won't impact in terms of creates loyalty among customers.

Table 7: Receive Greetings/Wishes from the stores

Name of the Outlet	Yes	No	Total
Lifestyle	77(43.5)	100(56.5)	177(100)
Pantaloon	81(44.8)	100(55.2)	181(100)
Shoppers Stop	127(57.0)	96(43.0)	223(100)
Westside	54(52.4)	49(47.6)	103(100)
Total	339(49.6)	345(50.4)	684(100)

Source: Authors – Primary Data Analysis

The above table-7 shows the frequency of receiving Wishes/Greetings by customers from the four mentioned outlets. Companies send greetings/wishes on customer's birthday, festivals etc. It is an emotional kind of technique to build a relationship with customers. The frequency of receiving and not receiving the Wishes/Greetings from the mall outlets is almost 50% for both variables. Out of 177 respondents from Lifestyle mall, 43.5% percent reported Yes" and 56.5% reported No on receiving Wishes/Greetings from the outlet.

The respondents from Pantaloon reported 55.2% No and 44.8% Yes out of 181 respondents on receiving Wishes/Greetings. Shoppers stop recorded maximum 57.0% Yes out of 223 respondents. It is maximum among all the four studied malls. Westside respondents reported 52.4% for Yes and 47.6% for No receiving and not receiving Wishes/Greetings respectively.

Table 8: Effectiveness of received Greeting/Wishes from the stores

Name of the Outlet	Yes	No	Total
Lifestyle	47(62.7)	28(37.3)	75(100)
Pantaloon	51(62.2)	31(37.8)	82(100)
Shoppers Stop	86(67.7)	41(32.3)	127(100)
Westside	44(80.0)	11(20.0)	55(100)
Total	228(67.3)	111(32.7)	339(100)

Source: Authors – Primary Data Analysis

Above table 5.73 represents the level of loyalty creation through Wishes/Greetings send by the malls. Out of 339 who receive greetings/wishes from the outlet, 67.3% reported yes and 32.7% reported No. Lifestyle

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respondents recorded 62.7% and 37.3%, YES and No respectively. Pantaloon respondents recorded 62.2% and 37.8%, YES and No respectively. On the other hand, Shoppers Stop and Westside reported maximum 67.7% and 80.0% for Yes respectively. Overall all companies are benefits in this strategy. Shoppers Stop and Westside are little ahead to Lifestyle and Pantaloons.

To test the Effectiveness of received Greeting/Wishes from the stores the study chosen Chi-square test.

Table 9: Effectiveness of received Greeting/Wishes from the stores

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	29.709[a]	12	.003
Likelihood Ratio	30.096	12	.003
Linear-by-Linear Association	.637	1	.425
N of Valid Cases	760		

a. 5 cells (25.0%) have expected count less than 5. The minimum expected count is 1.14.

Table 5.34: Chi-Square Tests

The table-9 indicates calculated value of Chi-Square as 29.709 at 5 percent level of significance and 12 degrees of freedom.

The asymptotic value is 0.03 which is lower than 0.05 and affirm the Chi-square value as greater than table value which highly strengthens the alternative hypothesis statement and rejects the null hypothesis. Hence it is concluded that there is a significant relationship between Effectiveness of received Greeting/ Wishes from the stores creates loyalty and emotional sensitivity towards the retails stores.

V. Conclusion

Based on the study, it can be concluded that customer satisfaction is an important for any business for their survival in current competitive market. By understanding the needs of their customers, companies develop a long-term relationship with their customers. Thus, CRM earns customer loyalty which in turn increases its revenue. CRM strategies must begin by understanding customer-satisfaction drivers and explicitly tying business and technology initiatives to these levers. Information Technology (IT) is an essential tool in maintaining the relationship with customers and retains them. By taking such an approach, retailers can create a fantastic "*total experience e*"that results in highly satisfied customers and highly profitable businesses. The execution was determined by the business users, with IT playing a enabling role, thereby making sure that users derive maximum value from implementation. After successful implementation, the CRM system may get into an impact manner, which may challenge business approach. Wish/Greeting the customer is a kind of CRM strategy which creates optimistic and emotional relationship with customers. IT helps to maintain long-term relationship with customer, particularly in retail business.

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7. Revise what you wrote: When you write anything, always read it, summarize it, and then finalize it.

8. Make every effort: Make every effort to mention what you are going to write in your paper. That means always have a good start. Try to mention everything in the introduction—what is the need for a particular research paper. Polish your work with good writing skills and always give an evaluator what he wants. Make backups: When you are going to do any important thing like making a research paper, you should always have backup copies of it either on your computer or on paper. This protects you from losing any portion of your important data.

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10. Use proper verb tense: Use proper verb tenses in your paper. Use past tense to present those events that have happened. Use present tense to indicate events that are going on. Use future tense to indicate events that will happen in the future. Use of wrong tenses will confuse the evaluator. Avoid sentences that are incomplete.

11. Pick a good study spot: Always try to pick a spot for your research which is quiet. Not every spot is good for studying.

12. Know what you know: Always try to know what you know by making objectives, otherwise you will be confused and unable to achieve your target.

13. Use good grammar: Always use good grammar and words that will have a positive impact on the evaluator; use of good vocabulary does not mean using tough words which the evaluator has to find in a dictionary. Do not fragment sentences. Eliminate one-word sentences. Do not ever use a big word when a smaller one would suffice.
Verbs have to be in agreement with their subjects. In a research paper, do not start sentences with conjunctions or finish them with prepositions. When writing formally, it is advisable to never split an infinitive because someone will (wrongly) complain. Avoid clichés like a disease. Always shun irritating alliteration. Use language which is simple and straightforward. Put together a neat summary.

14. Arrangement of information: Each section of the main body should start with an opening sentence, and there should be a changeover at the end of the section. Give only valid and powerful arguments for your topic. You may also maintain your arguments with records.

15. Never start at the last minute: Always allow enough time for research work. Leaving everything to the last minute will degrade your paper and spoil your work.

16. Multitasking in research is not good: Doing several things at the same time is a bad habit in the case of research activity. Research is an area where everything has a particular time slot. Divide your research work into parts, and do a particular part in a particular time slot.

17. Never copy others' work: Never copy others' work and give it your name because if the evaluator has seen it anywhere, you will be in trouble. Take proper rest and food: No matter how many hours you spend on your research activity, if you are not taking care of your health, then all your efforts will have been in vain. For quality research, take proper rest and food.

18. Go to seminars: Attend seminars if the topic is relevant to your research area. Utilize all your resources.

19. Refresh your mind after intervals: Try to give your mind a rest by listening to soft music or sleeping in intervals. This will also improve your memory. Acquire colleagues: Always try to acquire colleagues. No matter how sharp you are, if you acquire colleagues, they can give you ideas which will be helpful to your research.

20. Think technically: Always think technically. If anything happens, search for its reasons, benefits, and demerits. Think and then print: When you go to print your paper, check that tables are not split, headings are not detached from their descriptions, and page sequence is maintained.

21. Adding unnecessary information: Do not add unnecessary information like "I have used MS Excel to draw graphs." Irrelevant and inappropriate material is superfluous. Foreign terminology and phrases are not apropos. One should never take a broad view. Analogy is like feathers on a snake. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Never oversimplify: When adding material to your research paper, never go for oversimplification; this will definitely irritate the evaluator. Be specific. Never use rhythmic redundancies. Contractions shouldn't be used in a research paper. Comparisons are as terrible as clichés. Give up ampersands, abbreviations, and so on. Remove commas that are not necessary. Parenthetical words should be between brackets or commas. Understatement is always the best way to put forward earth-shaking thoughts. Give a detailed literary review.

22. Report concluded results: Use concluded results. From raw data, filter the results, and then conclude your studies based on measurements and observations taken. An appropriate number of decimal places should be used. Parenthetical remarks are prohibited here. Proofread carefully at the final stage. At the end, give an outline to your arguments. Spot perspectives of further study of the subject. Justify your conclusion at the bottom sufficiently, which will probably include examples.

23. Upon conclusion: Once you have concluded your research, the next most important step is to present your findings. Presentation is extremely important as it is the definite medium though which your research is going to be in print for the rest of the crowd. Care should be taken to categorize your thoughts well and present them in a logical and neat manner. A good quality research paper format is essential because it serves to highlight your research paper and bring to light all necessary aspects of your research.

Informal Guidelines of Research Paper Writing

Key points to remember:

- Submit all work in its final form.
- Write your paper in the form which is presented in the guidelines using the template.
- Please note the criteria peer reviewers will use for grading the final paper.

Final points:

One purpose of organizing a research paper is to let people interpret your efforts selectively. The journal requires the following sections, submitted in the order listed, with each section starting on a new page:

The introduction: This will be compiled from reference matter and reflect the design processes or outline of basis that directed you to make a study. As you carry out the process of study, the method and process section will be constructed like that. The results segment will show related statistics in nearly sequential order and direct reviewers to similar intellectual paths throughout the data that you gathered to carry out your study.

The discussion section:

This will provide understanding of the data and projections as to the implications of the results. The use of good quality references throughout the paper will give the effort trustworthiness by representing an alertness to prior workings.

Writing a research paper is not an easy job, no matter how trouble-free the actual research or concept. Practice, excellent preparation, and controlled record-keeping are the only means to make straightforward progression.

General style:

Specific editorial column necessities for compliance of a manuscript will always take over from directions in these general guidelines.

To make a paper clear: Adhere to recommended page limits.

Mistakes to avoid:

- Insertion of a title at the foot of a page with subsequent text on the next page.
- Separating a table, chart, or figure—confine each to a single page.
- Submitting a manuscript with pages out of sequence.
- In every section of your document, use standard writing style, including articles ("a" and "the").
- Keep paying attention to the topic of the paper.



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- Use paragraphs to split each significant point (excluding the abstract).
- Align the primary line of each section.
- Present your points in sound order.
- Use present tense to report well-accepted matters.
- Use past tense to describe specific results.
- Do not use familiar wording; don't address the reviewer directly. Don't use slang or superlatives.
- Avoid use of extra pictures—include only those figures essential to presenting results.

Title page:

Choose a revealing title. It should be short and include the name(s) and address(es) of all authors. It should not have acronyms or abbreviations or exceed two printed lines.

Abstract: This summary should be two hundred words or less. It should clearly and briefly explain the key findings reported in the manuscript and must have precise statistics. It should not have acronyms or abbreviations. It should be logical in itself. Do not cite references at this point.

An abstract is a brief, distinct paragraph summary of finished work or work in development. In a minute or less, a reviewer can be taught the foundation behind the study, common approaches to the problem, relevant results, and significant conclusions or new questions.

Write your summary when your paper is completed because how can you write the summary of anything which is not yet written? Wealth of terminology is very essential in abstract. Use comprehensive sentences, and do not sacrifice readability for brevity; you can maintain it succinctly by phrasing sentences so that they provide more than a lone rationale. The author can at this moment go straight to shortening the outcome. Sum up the study with the subsequent elements in any summary. Try to limit the initial two items to no more than one line each.

Reason for writing the article—theory, overall issue, purpose.

- Fundamental goal.
- To-the-point depiction of the research.
- Consequences, including definite statistics—if the consequences are quantitative in nature, account for this; results of any numerical analysis should be reported. Significant conclusions or questions that emerge from the research.

Approach:

- Single section and succinct.
- An outline of the job done is always written in past tense.
- Concentrate on shortening results—limit background information to a verdict or two.
- Exact spelling, clarity of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else.

Introduction:

The introduction should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable of comprehending and calculating the purpose of your study without having to refer to other works. The basis for the study should be offered. Give the most important references, but avoid making a comprehensive appraisal of the topic. Describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will give no attention to your results. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here.

The following approach can create a valuable beginning:

- Explain the value (significance) of the study.
- Defend the model—why did you employ this particular system or method? What is its compensation? Remark upon its appropriateness from an abstract point of view as well as pointing out sensible reasons for using it.
- Present a justification. State your particular theory(-ies) or aim(s), and describe the logic that led you to choose them.
- Briefly explain the study's tentative purpose and how it meets the declared objectives.

Approach:

Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done. Sort out your thoughts; manufacture one key point for every section. If you make the four points listed above, you will need at least four paragraphs. Present surrounding information only when it is necessary to support a situation. The reviewer does not desire to read everything you know about a topic. Shape the theory specifically—do not take a broad view.

As always, give awareness to spelling, simplicity, and correctness of sentences and phrases.

Procedures (methods and materials):

This part is supposed to be the easiest to carve if you have good skills. A soundly written procedures segment allows a capable scientist to replicate your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order, but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt to give the least amount of information that would permit another capable scientist to replicate your outcome, but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section.

When a technique is used that has been well-described in another section, mention the specific item describing the way, but draw the basic principle while stating the situation. The purpose is to show all particular resources and broad procedures so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step-by-step report of the whole thing you did, nor is a methods section a set of orders.

Materials:

Materials may be reported in part of a section or else they may be recognized along with your measures.

Methods:

- Report the method and not the particulars of each process that engaged the same methodology.
- Describe the method entirely.
- To be succinct, present methods under headings dedicated to specific dealings or groups of measures.
- Simplify—detail how procedures were completed, not how they were performed on a particular day.
- If well-known procedures were used, account for the procedure by name, possibly with a reference, and that's all.

Approach:

It is embarrassing to use vigorous voice when documenting methods without using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result, when writing up the methods, most authors use third person passive voice.

Use standard style in this and every other part of the paper—avoid familiar lists, and use full sentences.

What to keep away from:

- Resources and methods are not a set of information.
- Skip all descriptive information and surroundings—save it for the argument.
- Leave out information that is immaterial to a third party.

Results:

The principle of a results segment is to present and demonstrate your conclusion. Create this part as entirely objective details of the outcome, and save all understanding for the discussion.

The page length of this segment is set by the sum and types of data to be reported. Use statistics and tables, if suitable, to present consequences most efficiently.

You must clearly differentiate material which would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matters should not be submitted at all except if requested by the instructor.



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Content:

- Sum up your conclusions in text and demonstrate them, if suitable, with figures and tables.
- In the manuscript, explain each of your consequences, and point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation of an exacting study.
- Explain results of control experiments and give remarks that are not accessible in a prescribed figure or table, if appropriate.
- Examine your data, then prepare the analyzed (transformed) data in the form of a figure (graph), table, or manuscript.

What to stay away from:

- Do not discuss or infer your outcome, report surrounding information, or try to explain anything.
- Do not include raw data or intermediate calculations in a research manuscript.
- Do not present similar data more than once.
- A manuscript should complement any figures or tables, not duplicate information.
- Never confuse figures with tables—there is a difference.

Approach:

As always, use past tense when you submit your results, and put the whole thing in a reasonable order.

Put figures and tables, appropriately numbered, in order at the end of the report.

If you desire, you may place your figures and tables properly within the text of your results section.

Figures and tables:

If you put figures and tables at the end of some details, make certain that they are visibly distinguished from any attached appendix materials, such as raw facts. Whatever the position, each table must be titled, numbered one after the other, and include a heading. All figures and tables must be divided from the text.

Discussion:

The discussion is expected to be the trickiest segment to write. A lot of papers submitted to the journal are discarded based on problems with the discussion. There is no rule for how long an argument should be.

Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implications of the study. The purpose here is to offer an understanding of your results and support all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of results should be fully described.

Infer your data in the conversation in suitable depth. This means that when you clarify an observable fact, you must explain mechanisms that may account for the observation. If your results vary from your prospect, make clear why that may have happened. If your results agree, then explain the theory that the proof supported. It is never suitable to just state that the data approved the prospect, and let it drop at that. Make a decision as to whether each premise is supported or discarded or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."

Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work.

- You may propose future guidelines, such as how an experiment might be personalized to accomplish a new idea.
- Give details of all of your remarks as much as possible, focusing on mechanisms.
- Make a decision as to whether the tentative design sufficiently addressed the theory and whether or not it was correctly restricted. Try to present substitute explanations if they are sensible alternatives.
- One piece of research will not counter an overall question, so maintain the large picture in mind. Where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

When you refer to information, differentiate data generated by your own studies from other available information. Present work done by specific persons (including you) in past tense.

Describe generally acknowledged facts and main beliefs in present tense.

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Topics	Grades		
	A-B	**C-D**	**E-F**
Abstract	Clear and concise with appropriate content, Correct format. 200 words or below	Unclear summary and no specific data, Incorrect form Above 200 words	No specific data with ambiguous information Above 250 words
Introduction	Containing all background details with clear goal and appropriate details, flow specification, no grammar and spelling mistake, well organized sentence and paragraph, reference cited	Unclear and confusing data, appropriate format, grammar and spelling errors with unorganized matter	Out of place depth and content, hazy format
Methods and Procedures	Clear and to the point with well arranged paragraph, precision and accuracy of facts and figures, well organized subheads	Difficult to comprehend with embarrassed text, too much explanation but completed	Incorrect and unorganized structure with hazy meaning
Result	Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake	Complete and embarrassed text, difficult to comprehend	Irregular format with wrong facts and figures
Discussion	Well organized, meaningful specification, sound conclusion, logical and concise explanation, highly structured paragraph reference cited	Wordy, unclear conclusion, spurious	Conclusion is not cited, unorganized, difficult to comprehend
References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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ISSN 9755853

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