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The Effect of Trust on Leaders Motivation & Organization Commitment

Highlights

Leadership on Working Conditions

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Discovering Thoughts, Inventing Future

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By P.D.V. Charika Wickramaratne, Dr. Syed Helmy Seyd Abu Bakar & Prof. Jeong Chung Phuoc
University of Kelaniya

Abstract- From this Article, it is considered that the moderating effect of gender, for Facebook usage, and the academic performance of government university undergraduates in Sri Lanka. From 984 government university undergraduates were the respondents of this study, and the respondents were from the University of Peradeniya, University of Kelaniya, University of Colombo, and University of Sri Jayewardenepura. Gender is a moderate variable for the study. And there are 534 male undergraduate respondents, and 450 female respondents responded to the questionnaire. Using a multi - group analysis method identified the moderating effect on both male and female groups. According to the analysis results, proved that gender moderates the relationship between social media usage (Facebook) and the academic performance of the government university undergraduates in Sri Lanka.

Keywords: *university undergraduates, facebook usage, 1academic performance, gender.*

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I. Introduction

In the modern world, community, including, university students facing more health risks because of using digital devices in the in- proper way. Therefore a high level of stress, lack of physical activity, poor diet habits, social isolation, and can be identified. (Shao et al. 2017) Thus their digital wellness (using digital devices effectively and efficiently) is the fact to achieve their targets in the academic field.

Therefore when giving attention to the academic performance of undergraduates and their wellness, student's digital wellness will be a major focus. Thus within this age of technology, establishing boundaries and healthy guidelines for relationships of humans with the technology will be a sustainable approval to maintain elements of their non - digital wellness.

Internet use by Age 2000-2010

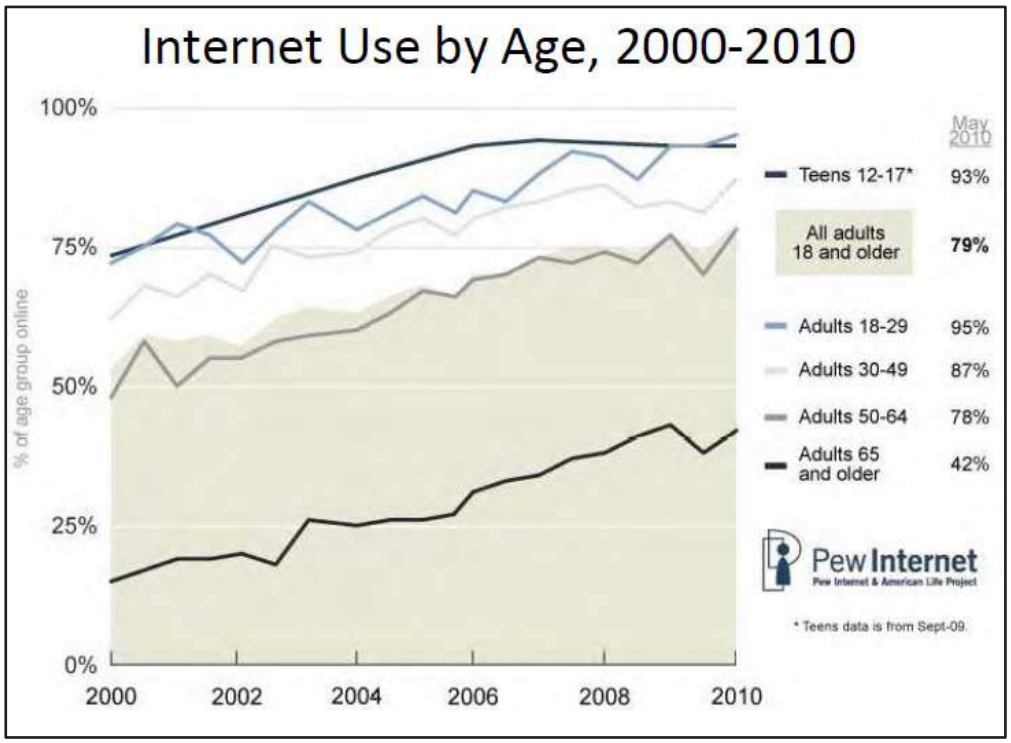


Figure 1

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Most of the University students are in the age between 19- 25 years. According to the above graph in the USA most of the internet users are age 18- 29 when comparing to previous years there is a gradual increase in using the internet , of above age between 18- 29. It is an example that university undergraduate is using digital devices because they are also in the same age category. According to Barnet (2010,) most of the time, people age between18-29 are the high users of social media such as face book between years 2005-2010.

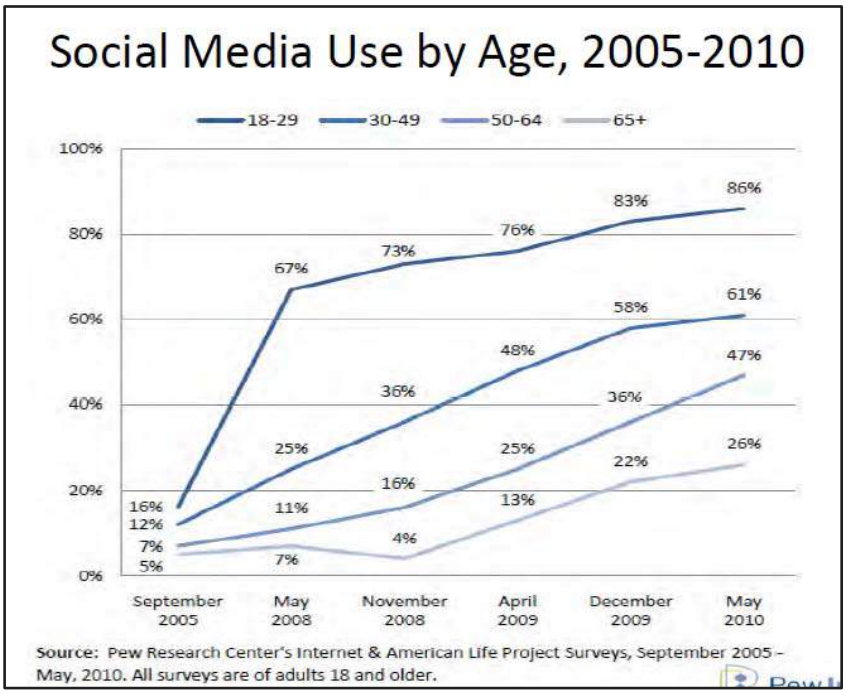
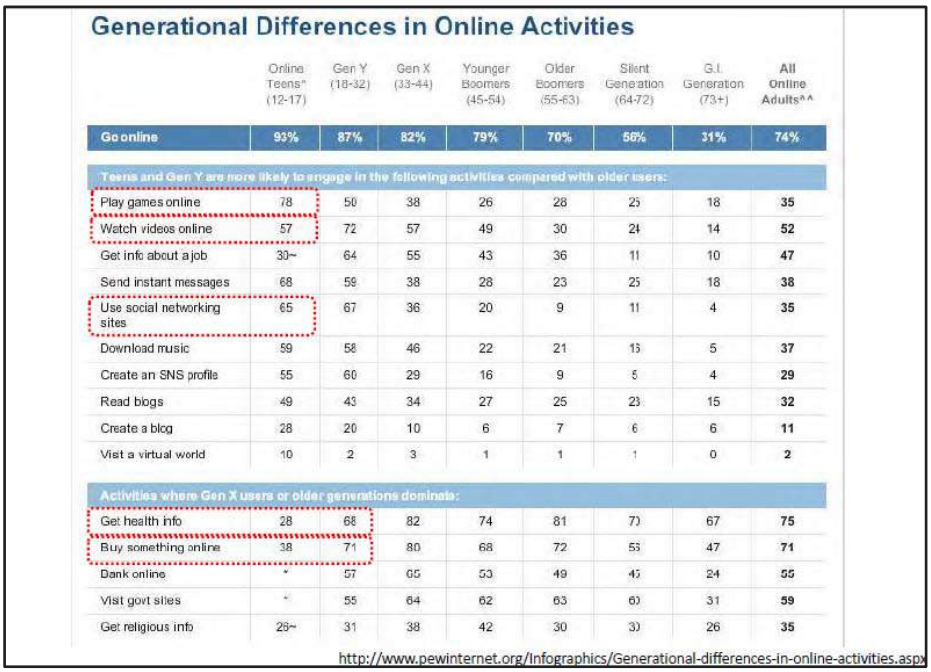


Figure 2

Generational Differences in online activities



Generational Differences in Online Activities

	Online Teens* (12-17)	Gen Y (18-32)	Gen X (33-44)	Younger Boomers (45-54)	Older Boomers (55-63)	Silent Generation (64-72)	G.I. Generation (73+)	All Online Adults^^
Go online	**93%**	**87%**	**82%**	**79%**	**70%**	**56%**	**31%**	**74%**
Teens and Gen Y are more likely to engage in the following activities compared with older users:								
Play games online	78	50	38	26	28	25	18	**35**
Watch videos online	57	72	57	49	30	24	14	**52**
Get info about a job	30~	64	55	43	36	11	10	**47**
Send instant messages	68	59	38	28	23	25	18	**38**
Use social networking sites	65	67	36	20	9	11	4	**35**
Download music	59	58	46	22	21	13	5	**37**
Create an SNS profile	55	60	29	16	9	5	4	**29**
Read blogs	49	43	34	27	25	23	15	**32**
Create a blog	28	20	10	6	7	6	6	**11**
Visit a virtual world	10	2	3	1	1	1	0	**2**
Activities where Gen X users or older generations dominate:								
Get health info	28	68	82	74	81	70	67	**75**
Buy something online	38	71	80	68	72	53	47	**71**
Bank online	*	57	65	53	49	45	24	**55**
Visit govt sites	*	55	64	62	63	60	31	**59**
Get religious info	26~	31	38	42	30	30	26	**35**

http://www.pewinternet.org/Infographics/Generational-differences-in-online-activities.aspx

Figure 3

Figure 3 also confirms that most of the population from "X" and "Y" generation are using digital devices for entertainment rather than using them for educational purposes in the world.

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Frequency of using Social Media

Table 2 Frequency of social media use.

		Number	Percentage
Hours surf internet in a day	1 h or less	3	6
	2 h	7	15
	3 h	18	38
	4 h and above	19	40
Hours surf social media sites in a day	1 h or less	9	19
	2 h	11	23
	3 h	15	32
	4 h and above	12	26
Use of social media sites for	Information sharing	7	15
	Entertainment	9	19
	Socializing	11	23
	Above all	20	43

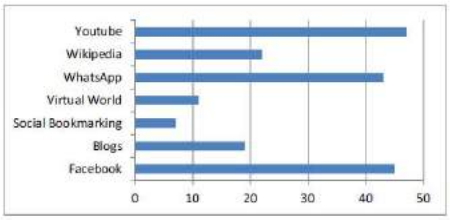
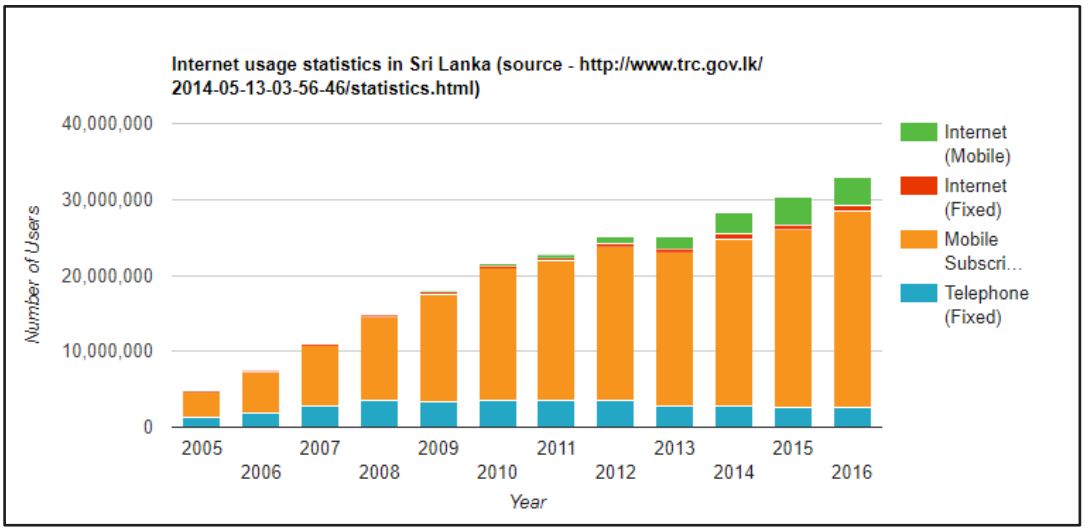


Figure 2 Frequencies of different social media applications.

lected show that 18.51 percent of students use these applications for socializing and learning, 37 percent for learning, 11.11 percent for entertainment and 33.33 percent for socializ-

In the year 2017, Ali et al., from their study found that 261 of students were used face book for more than Hour per a day. According to the study the usage of face book one hour per a day is only 3%, of the students. All the other users of Facebook is more than one hour per day. Most of them are using facebook for socializing and entertainment. Abusbiha's and Mustaffa 62 (2014), by citing Carr (2008), found that poor academic performance can be seen from students who are using the internet regularly. According to Hamilton (2009), most of the college students who are engaging in Facebook for more time, earn lower grade point average (GPA), than the students who are not logged in the face book for more time. Ali et al. (2017), by siting Kuppuswamy and Narayan (2010), found that those who are using social media for entertainment rather than using them for academic work, will gain lower grade point averages. More over According to khan (2012), more Facebook usage is negatively affected by the academic performance of college students.

Internet usage statistics in Sri Lanka



Weerasendara (2015) states that as a result of using in social media frequently, people were committed to suicide in Sri Lanka. There are 21 million people who live in Sri Lanka, and mobile phone usage is 22 million (Jinadasa, 2016). Also, the usage of mobile phones within the youth is increasing rapidly. According to Ananda et al. (2015),Sri Lankan University undergraduates are spending more time to deal with internet activities such as social networking gaming and massaging. Thus from this study it is found that the moderating effect of gender for Facebook usage and the academic performance of government university undergraduates in Sri Lanka.

II. Problem Statement

People who live around the world are facing health -related matters because of using technological advancements in the wrong way. Mok et al. (2014) found that using smartphones regularly, keeps students away from physical activities, and academic work. Also, they reduce their sensory perception. When Undergraduates continuously faced with sensory overload (Misra & Stikols, 2012), the memorizing power and the learning capacity will be reduced. World Health Organization (WHO 2018) also states that importance about digital wellness (using digital devices in the proper way) among the affected population by the use

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of an unhealthy way of digital technology, especially social media, university undergraduates have been highlighted . Several researchers found that because of the using in proper way of digital technology, negatively affected the university students' academic performance. Thus it is useful to research the moderating effect of gender on the relationship between Facebook usage and the academic performance of government university undergraduates in Sri Lanka.

III. Objective of the Study

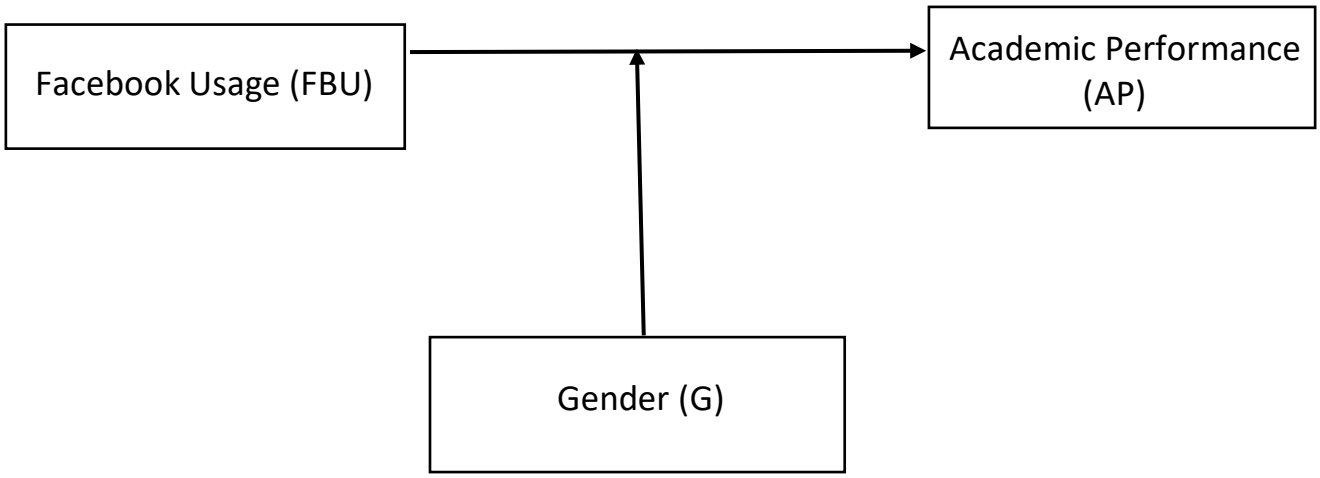
The main objective of this study is, to identify that gender moderates the relationship between Facebook usage and the academic performance of government university undergraduates in Sri Lanka.

IV. Research Method

This study was conducted by secondary data. Primary data points Likert scale One state strongly disagree, and five indicate strongly disagree. The neutral. Respondents were the government university undergraduates, from the University University of Kelaniya, University of Sri Jayawardhanepura. One thousand and twenty (1020) questionnaires were distributed among the students, and one thousand, and ten questioners were returned. After removing incomplete deleting outliers 984 questionnaires were selected for the analysis. Multi group CFA analysis method used for the analysis.

V. Conceptual Frame Work

Conceptual moderate effect of gender to relationship between Facebook usage and the academic performance of the government university under graduates. Facebook usage is the independent variable and the academic performance is the dependent variable. Moreover the gender of the respondents took as the moderate variable of the study.



VI. Hypothesis of the Study

Based on the conceptual framework main hypothesis was created to analyze the moderate impact as mentioned below.

H1: Gender moderates the relationship between Facebook usage and academic performance.

VII. Analysis

To estimate the moderating effect of the moderate variable multi -group CFA analysis method is one of the common analysis method. (J.A.P. Kumari et al. 2019, Haque & Awang 2019, Zainudin 2012) to identify the path interest in assessing the moderation impact, this analysis built the constrained model and the unconstrained model. The Constrained model called a parameter. The Unconstrained model remains the same. Both constrained and unconstrained models were run separately for estimate their chi-square. From the next step it was identified the deference of chi-square values between constrained and unconstrained models. If the difference between constrained and unconstrained models more than 3.84 with one degree of freedom, there is a moderation occurs in the selected path (J.A.P. Kumari ET. Al. 2019) Zainudin, 2012 to identify the moderating impact of the two paths, study has followed this method separately.

Table 1

Path	Gender	Constrained Model	df	Unconstrained model (X^2)	DF	$\triangle X^2$	$\triangle df$	Results on moderation	Results on hypothesis
FB to ACP	Male	1683.8	934	1329.1	933	354.7	1	Significant	Supported

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Table 1 shows the difference in Chi-square value of the constrained model and the unconstrained model. Chi-square value for the constrained model of the male was 1683.8 and unconstrained model indicates 1329.1. The Chi-square difference between the two models (Constrained model and unconstrained model) was 354.7, which is higher than 3.84. Thus the moderation result was significant. The second (2nd) table shows the difference between Chi-square value of model and the unconstrained model. Chi- square value for the constrained model of females was 1786.8, and the unconstrained model indicates 1405.7. The Chi-square difference between two Models (Constrained and unconstrained model) was 381.1, which is more than 3.84. Therefore the moderation result was significant. The Model fit summary table for male, the table represents the summary of the model fit. It indicates the model fit indices of constrained and unconstrained models for male on Facebook usage to Academic Performance. CFI (comparative fit index) TLI(Trucker-Luwis index), NFI (Normed fit index) were higher than 0.9. That indicates the RAMSEA (Root mean –square error of Approximation), (Holms-Smit 2000) for both constrained and unconstrained models were lower than 0.08.Threrefore the model was perfectly fit. The moderation test was significant for the relationship between Facebook usage and academic performance.

Path	Gender	Constrain Model	df	Uncons model (X^2)	df	$\triangle X^2$	$\triangle df$	Results on moderation	Results on hypothesis
FB to ACP	Female	1786.8	934	1405.7	933	381.1	1	Significant	Supported

Group		CFI	TLI	IFI	NFI	RAMSCA	Comments
Male		>0.9	>0.9	>0.9	>0.8	>0.8	
	Constrained	.970	.967	.970	.907	.028	Required
	Unconstrained	1.000	1.000	1.000	1.000	.054	Levels archives in the field

Group		CFI	TLI	IFI	NFI	RAMSCA	Comments
Male		>0.9	>0.9	>0.9	>0.8	>0.8	
	Constrained	.956	..951	.951	.880	.026	Required
	Unconstrained	1.000	1.000	1.000	1.000	.045	Levels archives in the field

VIII. Conclusion

In the modern world, people face health risks because of using digital devices in an incorrect way. In this situation university students are also highlighted, using of high range of digital devices. Especially mobile phones. Although several studies have proved that there is a negative impact on Facebook usage and the academic performance of university undergraduates, this study was investigated the moderating effect of gender on the relationship between Facebook usage and the academic. Performance of government universities undergraduates in Sri Lanka. To identify the moderating effect, use the multi -group analysis method. The test was significant for all paths. Chi-square deference between the constrained model and the unconstrained model was higher than 3.84 with 1 degree of freedom. Thus in conclusion. It has proved that gender moderates the relationship between Facebook usage and the academic performance of government university undergraduates in Sri Lanka.

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The Significance of Training in Organizations in the Performance and Capabilities of Employees

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Introduction- The objective of this paper is to discuss the significance of training in organizations on the performance and capabilities of employees. It is not doubted that presently, organizations across the world are doing what they can to achieve enhanced competitiveness and success in their respective industries. Success comes at a price and it is imperative that such organizations be capable of obtaining and utilizing their human resources in the most optimal and effective way possible. It is very important for organizations to have awareness of the apparent importance of the human resources. The management of these organizations must provide special attention to ensuring that all of the main human resource management functions are optimal and in line with the organizational objectives.

Keywords: human resource management practices, training and development, organizational performance, organizational commitment.

GJMBR-A Classification: JEL Code: M10



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I. Introduction

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II. Background

In these present times, business organizations across the world are starting to face higher levels of competition mainly due to factors such as globalization, technological changes, and also the ever-changing political and economic landscape (Towler & Dipboye, 2003). In order to be capable of addressing such challenges, it is very important for such organizations to be capable of training their employees in order to prepare them to adjust and adapt, and also to achieve positive performance enhancements (Colligs & Wood, 2009).

Managers of these organizations must provide special attention to all of these factors when it comes to training and developing their human resources (Bell, et al., 2017). It is a very important responsibility for the organization to bring about enhancements to the job performance of the employees through implementing superior training and development initiatives to ensure that these employees perform the way the organization intends them to (Aguinis & Kraiger, 2009).

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Because employees are very important resource to the organization, therefore, it is very essential to ensure that their performance is to be optimized so as to be aligned with the objectives and aims of the organization (Klein, et al., 2004). This is very important in order to ensure sustainable performance in the long term (Bell & Kozlowski, 2008). This requires managers to ensure an adequate supply of employees who are competent in technical and social terms and are able to achieve positive career development into higher ranks in positions within the organization (Schmidt & Ford, 2003). The importance of having an efficiently performing set of human resources within the organization stems from the fact that such human resources are said to be the intellectual property of the organization and these employees can be used as a means of acquiring a strong and stable competitive advantage within the industry (Schmidt & Ford, 2003).

More precisely, it is training that is said to be the best method of developing such intellectual property in order to be capable of creating higher levels of employee competencies (Tews, 2006). It is very important for such an organization to be capable of obtaining and utilizing human resources in the most effective way possible, and the only way to accomplish this is to create a very strong and effective human resource management strategy that is capable of fitting to the organizational structure and to help the organization achieve the aims and objectives (Towler & Dipboye, 2003).

III. Human Resource Management

The concept of human resource management is said to involve the management of human resources that are required by a certain organization and which are acquired, nurtured and maintained in order to promote the vision, objectives, and overall organizational strategy (Towler & Dipboye, 2003). Practically speaking, human resource management is focused on securing, nurturing, and the use of an optimally performing workforce (Martin, et al., 2014). This is very important for the short-term and long-term survivability of the organization within its industry (Plotnik & Kouyomdijan, 2012). To ensure that the human resource management function of the organization is capable of achieving its organizational objectives, it is important for managers to carry out certain very basic functions which are

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representative of the management process (Towler & Dipboye, 2003).

In the present management literature, human resource management functions are said to be categorized differently by different researchers, even though all of them are said to serve similar purposes of ensuring the presence of an effectively performing human resources (Schmidt & Ford, 2003). These basic functions include human resource planning, staffing, leading, organizing and also controlling (Armstrong, 2006). From literature, it has been established that the core human resource management functions of the modern-day organization include staffing, training and development, performance appraisals, and employee relations management, and reward and remunerations (Towler & Dipboye, 2003).

IV. Training and Development

The process of training and development typically involves initiatives taken to impart skills, abilities and competencies within members of the workforce and its managers (Rogers, 2012). The process of training and development is usually used as a means of closing the gap between present performance and expected future performance of the workforce (Salas & Cannon-Bowers, 2001). Generally speaking, training and development comes under the human resource development function, and this is regarded as one of the most important human resource management functions there is (McCourt, 2003). The main activities of this function typically include identifying needs for training and development, the choosing of methods and techniques which are appropriate for such needs, making plans about how to prevent them, and ultimately making an assessment of the outcomes (Schmidt & Ford, 2003).

It is apparent that such organizations have to implement policies that are required to make sure that the performance of employees in the organization is assessed effectively and this would help ensure proper training and development is initiated (Shamim, 2017). Through using the output that is obtained by virtue of performance appraisal reports, it is possible for organizations to be capable of identifying the various training and development needs of its employees (Bell & Kozlowski, 2008). Besides that, employees themselves can also provide information in order to indicate about the various areas that require improvements during the performance appraisal (Rogers, 2012).

V. Human Resource Training and Development

a) *Training*

Training said to be one of the main functions within the human resource management domain and it has been recognized as being an indispensable element within an organization. As such, the concept of training has received a lot of attention by researchers and academics within the domain of human resource management. Training can be defined as the planned and systematic modifying of individual behavior via the use of learning events, programs, and various activities that are designed to help those taking part to achieve superior levels of skills, competencies, knowledge and abilities, which are all imperative to enable them to perform their work effectively (Bell, et al., 2017).

There are a number of present-day researchers that have argued that training has been increasingly recognized for its importance in recent years, and one of the reasons for this is that present day organizations are starting to become more competitive and realize that their success is dependent on the performance of their employees (Towler & Dipboye, 2003). As such, employee training has gained prominence in recent times, and organizations are investing significant amount of resources in ensuring that they are capable of providing the best possible training to their employees (Bell & Kozlowski, 2008). Many organizations understand that the success of their employees is reliant upon the degree and quality of their skills and abilities and for them to possess such skills and abilities, it is very important for such organizations to make generous investments in training and developing these employees (Radhakrishna & Raju, 2015).

b) *Benefits of training*

There are numerous benefits that are associated with organizations providing effective and comprehensive training to their employees. In essence, comprehensive training can help employees acquire important skills, knowledge and attitudes that can be very important in helping them carry out various work-related tasks and activities within the organization. Training is said to be a very important motivator that can bring about short and long-term benefits for the employees and the organization in general. Researchers state that a properly designed training program can help enhance the morale and motivation of employees (Tews, 2006).

This means that employees who receive such a training enjoy higher confidence and motivation. Effective employee training can also help reduce overall costs of production (Shamim, 2017). The fact of the matter is that effective training can help an organization save costs due to the fact that trained personnel are capable of making better use of organizational resources, and this is very important in helping to reduce and avoid wastage. Besides that, effective employee training can help lower overall labor turnover within the organization (Aguinis & Kraiger, 2009).

This stems from the fact that training is capable of bringing about a greater sense of satisfaction at the workplace, and this improved work security has the

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effect of reducing labor turnover and absenteeism at the organization (Towler & Dipboye, 2003). In addition to that, effective training can also help create better change management within the organization (Radhakrishna & Raju, 2015). In essence, training is capable of helping change agents to manage change so as to increase the overall understanding and involvement of employees within the process of change (Armstrong, 2006). It also helps in the providing of various skills and abilities that are required to capable of adjusting to new situations that arise in the organization (Armstrong, 2006). Also, training is said to play the role of providing recognition to employees, it enhances their overall responsibility and it also provides them with the possibility of enjoying higher levels of the satisfaction and to have better chances of promotion. It is also pointed out by certain researchers that effective training is capable of helping to improve the overall availability and quality of organizational staff (Schmidt & Ford, 2003).

It is pointed out by many researchers that employee training is said to play a very important role in enhancing the performance and productivity of the employees in the organization in general (Rogers, 2012). This would then help organizations to acquire a much better positions in order to be capable of facing their competitors and overcoming them (Aguinis & Kraiger, 2009). This is said to imply the presence of a significant difference between organizations which provide training to the employees and organizations that do not (Colligs & Wood, 2009).

There is a large amount of present literature that shows a positive correlation between training and development, and employee performance. Researchers have noted that employee competencies are known to experience changes during training programs (Shamim, 2017). It is said to help improve the overall performance of employees so that they are able to perform their roles, duties and responsibilities effectively (Krishnaveni, 2008). Such training also helps to improve the level of knowledge, skills, and attributes of the employees which are needed to help them carry out their job-related duties very effectively and to contribute towards higher levels of organizational performance (Montana & Charnov, 2000).

Practically speaking, training is said to have the potential of providing the kind of performance improvements necessary to ensure that the employees would achieve positive performance improvements in terms of developing superior knowledge, capabilities, competencies, abilities, skills and behaviors (DeGraff, 2010). Researchers have shown that training is a very effective way of helping to address skill deficiencies in employees and to performance gaps (Saks & Belcourt, 2006). All of these have the effect of improving the performance of these employees (Saks & Belcourt, 2006).

Researchers have stated that the addressing of the performance gap makes reference to the implementation of effective training programs in order to develop a particular skills and capabilities within employees and thereby bringing about positive employee performance enhancements (Montana & Charnov, 2000). It is also elaborated that training helps facilitate organizations to be better able to recognize the role performing workers and to implement initiatives that are aimed at enhancing the skills, knowledge and attitudes that are required by the organization (Plotnik & Kouyomdijan, 2012).

Organizations presently recognize the fact that it is very important for employees to be trained on a continuous basis and this is because the demands and needs at the workplace are constantly changing and additional training has to be provided continuously so as to ensure that the employees are able to perform as expected (Tews, 2006). This is means that it is very important for organizations to have policies designed to ensure continuous training and development to ensure that does not exist any skills of performance gaps (Radhakrishna & Raju, 2015).

It is the opinion of academics that the competencies of employees can change for the better when they make use of effective training programs which are designed to cater to their various training related needs (Aguinis & Kraiger, 2009). Such training can help enhance the performance of these employees to carry out their duties effectively and it also results in improvements in skills, attitudes and knowledge of these employees that are required for future job-related tasks. Such training can also help the organization achieve their objectives more effectively (Colligs & Wood, 2009).

Besides that, training can also lower the chances of employees showing dissatisfaction, being absent and it can also help address the problem of high turnover at the organization. Due to the fact that well trained employees are usually satisfied, they are rarely absent and they do not contribute to high turnover rates (Huang, 2010). It is pointed out that the benefits that are derived from training can be easily achievable in the event that the training is well-planned and this means that the organization and its trainers have to be prepared in advance for training and to ensure that training that they provide cater specifically to the needs of their employees (Keith & Frese, 2005).

VI. HR Training Needs

It is stated that training and development requirements and needs can take place at three organizational levels and these are the strategic level, tactical level, and the operational level (Bell & Kozlowski, 2008). Essentially speaking, the strategic level is where the needs and requirements are said to be determined by the top management by taking into account

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organizational mission, goals, strategies and problems that are required to be addressed (Armstrong, 2006). The tactical level is where the needs and requirements are said to be determined with the middle management while taking into consideration the developmental needs with regards to the coordinating and cooperating between different organizational units (Aguinis & Kraiger, 2009).

The operational level is the third level, whereby needs are said to be determined by the lower management, and various other employees while taking into account the presence of problems about operations, such as performance related problems of individual employees and departments (DeGraff, 2010). It is said that in order to be capable of formulating human resource training and development objectives which are said to enable the organization in question to create human resource training and development of tools that allow both formal and informal human resource training and development techniques to generate effectiveness and competitiveness, it is important to take into consideration the importance of providing effective coordination and incorporation of needs within all of these three levels (Colligs & Wood, 2009).

According to researchers, there are a number of categories associated with making an identification of training and development needs (Rogers, 2012). These are said to encompass resolving problems, improving work practices and changing organizational situations (Shamim, 2017). It is to be noted that when it comes to identifying training needs, there is a requirement to capable of creating, developing, maintaining and improving the systems that are relevant in making a contribution to the availability of human resources that have the needed skills (Bell, et al., 2017). It is also important for training programs to be capable of being designed so as to satisfy different needs of organizational members (Schmidt & Ford, 2003). Besides that, the content of the training program and the trainees who were chosen to participate in the program are generally dependent on the training programs objectives (Tews, 2006).

VII. Training and Development Methods

It is noted that all human resource training and development activities are supposed to enhance the performance of an individual's job, it is meant to provide training for new skills for the job or new position and to help achieve general growth for the individual and the organization in order to be capable of meeting the present future objectives (Bens, 2012). Essentially speaking, they are two kinds of techniques such an organization can choose from when it comes to developing their employees (DeGraff, 2010). These include on-the-job training and off the job training (Saks & Belcourt, 2006). On-the-job training involves training provided to organizational employees when carrying out the regular work within an office setting. Off the job training, on the other hand, involves employees being subjected to training and development at a location away from their usual workplace (Shamim, 2017).

Examples of on-the-job training can include things such as job rotations, coaching and mentoring. Conversely, off the job training can include role-playing and conferences (Wadhwa, 2013). The kind of training adopted by an organization depends on strategy, objectives and resources available to the organization, it can depend on the organizational needs identified at this particular time and it can target a certain group, which is to be trained and that might include individual employees, teams or the entire organization (Schmidt & Ford, 2003).

a) Job rotation and transfers

Job rotation and transfer can be described as a method of developing the employee's skills within the organization and it typically would involve the movement of employees from one job related responsibility to another (Aguinis & Kraiger, 2009). Such job rotations and transfers are known to have the effect of facilitating employees to be capable of acquiring knowledge about the various different operations in an organization (Bell & Kozlowski, 2008). Such knowledge which is acquired through job rotation and transfers can benefit the employees and the organization as it results in an increase in the skill sets within the organization and its competitive advantage for the long-term (Towler & Dipboye, 2003).

b) Coaching and Mentoring

The process of coaching and mentoring typically involves an organization taking steps to use senior and more experienced employees to coach and mentor the ones that are less experienced (Rogers, 2012). It is said that mentoring and coaching is capable of offering a number of benefits to help develop relationships within the organization and to foster a greater sense of responsibility among employees (Tews, 2006). Such a practice is typically applied to newly recruited staff members who are under the supervision of senior managers within the organization. Coaching and mentoring can also be used to train senior employees but it is mostly emphasized on new recruits (Bell & Kozlowski, 2008).

c) Orientation

The process of orientation can be described as yet another effective method used to train and develop employees (Aguinis & Kraiger, 2009). Orientation typically involves familiarizing and training new employees with their new job within the organization (Rogers, 2012). It is during orientation that such

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employees are exposed to various different work-related tasks and activities (Shamim, 2017). They are generally briefed on the nature of the work, the way to accept different tasks and responsibilities and to understand what the management expects from them (Salas & Cannon-Bowers, 2001). These employees are also given an overview about the working environment within the organization such as its working systems, office layouts, technology used, and organizational culture within the organization (Radhakrishna & Raju, 2015).

d) Conferences

Conferences can be defined as a training and development technique that typically consists of presentations being made by a certain member of the organization to much wider audiences (Montana & Charnov, 2000). It is regarded as a very inexpensive training methods because it involves training a large group of employees at the same time (Bell, et al., 2017). The main disadvantage of such a method is that it might be the case that certain employees might not be able to understand what is being taught and since everybody is following the same basic procedure during the training sessions, they might be certain individual employees that would not be able to get the most from the training being provided (Towler & Dipboye, 2003).

e) Role playing

The act of role-playing typically involves various training and development methods which are focused on capturing and bringing about decision-making related situations to the employees undergoing such training. It is a method which permits employees to role play certain work-related scenarios (Conaty & Charan, 2011). It would typically involve presenting problems and solutions in organizational settings. Such trainees will usually be provided with information about their roles, objectives, responsibilities, concerns and emotions (Bell & Kozlowski, 2008). This is regarded as an effective method as it is performed under an environment that is stress-free and as a means of facilitating learning (Bell & Kozlowski, 2008).

VIII. Conclusion

This paper analyzed topic of training and development. This is a very important human resource management domain that organizations pay great attention to. It is quite apparent that in the presently ever-changing an increasingly challenging business environments, training and development is starting to play a more important role in helping to ensure greater business efficiency and competitiveness of an organization. In this paper, the concept of training and development was defined and described comprehensively. The various advantages which can be enjoyed by an organization and its employees by virtue of having an effective training and development program were outlined comprehensively. There was also discussion on various different training and development techniques that can be employed by organizations as a means of helping the employees achieve and acquire the highest level of skills, competencies and abilities. From this discussion, it is apparent that modern-day organizations should ensure that their training and development programs and initiatives are comprehensive and effective in being able to bring out the best performance within the employees, for the benefit of all organizational stakeholders.

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The Effect of Total Quality Capabilities on Building Supply Chain Capabilities in Industrial Companies Listed in Qatar Stock Exchange

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Abstract- This study came to determine the impact of total quality capabilities on Supply chain capabilities in Industrial companies listed in the Qatar Stock Exchange. Total quality capabilities consist of three dimensions (Customer focus, Employee Participation, and Process management). The population of the study consisted of managers from six industrial companies listed in the Qatar stock exchange. To test hypotheses, structural equation model using the AMOS software version 20. The results of the study found a statistically significant effect of total quality capabilities on supply chain capabilities. Based on the study results, managers and decision-makers of industrial companies in Qatar should Pay attention to operations systems because of their role in arranging production equipment to deal with changes in customer orders.

Keywords: total quality capabilities, supply chain capabilities, industrial companies, qatar stock exchange.

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I. Introduction

Competition intensified in the 1990s, and markets became global, To remain competitive, organizations need to search for new market opportunities, and exploit existing efficiencies within their operations(Wu et al., 2017). This has resulted in challenges associated with getting the product at the right time, right place, and at the lowest cost. Organizations are beginning to realize that this is not enough to improve efficiency within the organization, but the entire supply chain can bring some competitiveness to the organization. Globalization and varied cultural and human behavior in supply chain networks make it almost impossible to evaluate information and manage risk in this intricate network (Al-Hawary et al., 2017).

Supply chain management has become one of the man perquisites of the competitive advantage in companies (Samadi and Kassou, 2016). It is the building blocks to enhance organizational performance and overall success (Morash, 2001). Interest in the supply chain concept is increasing by academics, consultants and corporate managers at the local and international levels (Tan et al., 2002; Feldmann, 2003). Organizations are beginning to recognize that supply chain management is a key element in building sustainable TQM practices for their products and services in a highly competitive market (Jones, 1998). Supply chain management has become an increasingly important factor in economics and business circles globally (Namusonge, 2017). Effective supply chain management can provide a major source of competitive advantage (Narasalagi & Shivashankar, 2015).

Strong competitive pressures have forced organizations to provide quality products and services as a way to attract and retain customers. Thus, organizations have implemented TQM to improve their market position. The role of TQM is widely recognized as the determinant of the success and survival of both industrial and service organizations in the contemporary competitive environment. Organizations implement TQM to gain a competitive advantage in terms of quality, productivity, customer satisfaction, and profitability (Shafiq et al., 2019).

Total Quality Management (TQM) is a source of competitive advantage (Douglas and Judge, 2001). Most studies support a positive relationship between TQM and performance (O'Neill et al., 2016). There have been many rationales behind the application of the philosophy of total quality capabilities, to improve the quality level, whether through the delivery of goods and services to the customer or in the quality of operations within the organization. It should be noted that the quality of service delivery is the result of the quality of the internal processes, so the focus is not only on the delivery of goods and services to the customer on the basis of quality specifications but must be subject to processes and activities within the organization on the basis of quality standards.

Total quality management (TQM) and supply chain management (SCM) have been identified as the two most important strategies for manufacturing, services and have become a prerequisite for success in the global market(Talib et al., 2011). The concept of supply chain capabilities is one of the modern management concepts in the Arab environment, so this calls for drawing the attention of Arab managers in general and Qatar in particular to the need to know the relationship between the total quality management capabilities and supply chain capabilities, so this study came to determine the impact of total quality capabilities on Supply chain capabilities in Industrial companies listed in Qatar Stock Exchange.

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II. Theoretical Framework and Hypotheses Development

a) Supply chain capabilities

Supply chain management is a contemporary issue of great importance in business and academic areas; it still lacks some systematization in its terminology (Sabry, 2015). supply chain management is a key and strategic factor in the achievement of organizational goals and ultimately improving performance (Bagher, 2018). The supply chain depends on smart supply chain managers and how they deal with people, relationships and contemporary issues (Angappa et al., 2017). Kumar and Nambirajan (2013) note that supply chain management is a complex subject, which is an important factor in the success or failure of any manufacturing company. Lee (2004) argued that successful companies require supply chains that can rapidly respond to short-term changes in demand (agility) and adjust to long-term market changes by restructuring the supply chain (adaptability) (as cited by Aslam et al., 2018).

The concept of a supply chain is a relatively new concept. Interest in this concept began in the early eighties of the last century, because of the benefits that contributed to improving the production efficiency of the goods or services, delivery of products promptly and satisfying the customer needs. Fantazy et al., (2010) defined the concept of a supply chain as "an integrated process, starting with planning and control of materials, logistics, services, and the flow of information from suppliers to manufacturers or service providers and then to the end consumer, supply chain representing the most significant changes in the chain capabilities of the companies".

Supply chain management may be considered as a way to enhance competitive performance by integrating the internal activities of the organization and connecting them with the external operations of suppliers, customers, and other channel members (Tutuncu & Kucukusta, 2008). SCM focuses on the integration and coordination of business processes and strategy alignment throughout the supply chain for the aim of satisfying end consumers in the supply chain (Namusonge, 2017). Supply chain management refers to the information management and material flow in the course of multiple chain activities: transportation, purchasing, etc. (Al-Hawary & Abu-Laimon, 2013). AL-Rifai (2006) Defined SCM as " a set of facilities, functions and activities that are included in the production and delivery of the product and service, where the sequence begins with the main suppliers of raw materials and extends in all ways to the end consumer".

Supply chain capabilities are the abilities to perform or achieve certain actions or outcomes through a set of controllable and measurable features, functions, processes, or services (Namusonge, 2017). Supply Chain Management Practice is a necessary model for organizational change to achieve TQM practices. Supply chains are examples of complex multi-stage systems with time and causal interrelations, operating through multiple inputs, production and services in the framework of utilizing fixed and variable resources, with the aim of achieving a competitive advantage in quality, process control, and consumer orientation, The capabilities may entail aspects such as procurement capability, inventory management capabilities, administrative capabilities, logistics capabilities, integrated logistics management services capabilities, distribution and warehousing capabilities and transport capabilities(Morash, 2001). The supply chains capabilities in this study represented by the supplier partnership ability, adaptive ability, and information sharing ability.

Supplier partnership ability: Vanichchinchai et al. (2014) define partnership as a function of knowledge sharing, working for improvised benefits, developing long term relationship, product development and shared goals among trade partners. The supplier partnership ability is defined as the long-term relationship between the organization and its suppliers, to upgrade the strategic and operational capabilities of the parties, and achieve continued benefits, through enhanced joint coordination in many areas such as operations, research, development and production (Hutt and Spen, 2001). The supplier partnership is beneficial to partners in planning and problem solving, as well as achieving co-benefits in other strategic areas such as technology, products and markets (Chen and Paulraj, 2004).

Supplier partnership ability also helps organizations to increase their efficiency with a limited number of suppliers selected solely on a consumer-oriented basis, and helps to deal with the supplier starting from the product design process, and enables the organization to provide less costly design alternatives and select the best components and technologies to help them to evaluate designs (Tan et al., 2002). Based on the above, organizations should build excellent relationships with their suppliers based on cooperation, mutual commitment, trust and information sharing (Mentzer et al., 2001). A strategic partnership with the supplier from the viewpoint of resource theory is the ability of the company to coordinate and integrate resources, which improve operational effectiveness and performance among partners (Bordonaba and Cambra, 2009; Wu et al., 2006).

Adaptive ability: Adaptive Capability is to have the maturity and capacity to adjust the Capabilities of management, Operation, and Strategy by sensing, preparing and responding to environmental change. Adaptation capability is strongly linked to strategic actions which aim towards the reconfiguration of the

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organizational resources, competences and routines to meet the demands and opportunities within a changing business environment (Teece, 2012). Adaptive capability represents the firm's ability to share and transfer knowledge: "it is not resident in any single individual but depends on the links across a mosaic of individual capabilities." (DiMaggio et al., 1983). adaptive capabilities are the primary contributors to performance outcomes (Biedenbach & Müller, 2012). According to Oktemgil & Greenley (1997), a high adaptive capability is associated with high costs and internal inefficiency, despite the potential benefits to be gained from being adaptive.

Information sharing ability: Supply chain entities require significant trust for relying on one single organisation or broker for storing their sensitive and valuable information (Abeyratne and Monfared2016). Information sharing serves as a key to supply chain integration (Li & Lin, 2006). Information sharing is the degree of which information and data are collected, gathered and analysed will serve the purpose of improving the TQM performance and implementation (Sadikoglu et al., 2014). Information sharing refers to the extent of communication and dissemination of information between supply chain partners regarding market, product and customer information. And access to private data between partners to help them track products and orders across different supply chain processes. The information must be accurate, timely and appropriate (Lalonde, 1998). Information sharing with customers is an important component of supply chain abilities. Wu et al. (2006) considered information exchange as one of the supply chain capacity variables. Simatupang and Sridharan (2005) believe that information sharing enables organizations to make the best decisions and do business in an atmosphere of clarity and ensures that information is available in the right place and time.

b) Quality Management practices

Total Quality Management is a management strategy (Valmohammadi and Roshanzamir, 2015; Georgiev and Ohtaki, 2016). Total quality management (TQM) is a widely used management philosophy across many sectors (Shafiq et al., 2019). TQM may be considered as a change effort that aims at continuous improvements, which is one of the most important evolutions of management practices (Haffar et al., 2019). According to Shweta et al., (2018) TQM is both a philosophy and a series of guiding justifications that are the basis of a ceaselessly improving organization (Shweta, Ruchi & Monika, 2018). The success of Total Quality Management (TQM) improves employee participation, communication, quality, customer satisfaction, increase productivity, reduce costs, and improved competitive advantage.

Evans and Lindsay (2008) believe that 'TQM is the integration of all functions and processes within an organisation to achieve continuous improvement of the quality of goods and services'. Total Quality Management (TQM) can be defined as the commitment of all employees to continuously improve business processes to meet customer needs and requirements (Al-Hawary & Al-Smeran, 2017). Sadikoglu and Zehir (2010) defined TQM as 'a systematic quality improvement approach for firm-wide management to improve performance in terms of quality, productivity, customer satisfaction, and profitability'. Soares et al., (2017) assert that TQM is a set of practices that accentuates continuous improvement, continual measuring of outcomes, fulfilling customer demands, collective problem-solving approach, competitive benchmarking, reducing work schedule, long term planning and strong relationship with suppliers.

Based on the above, TQM can be defined as a management philosophy that aims to continuously improve all functions of the organization to produce and deliver goods or services in a way that is better suited to customer needs or requirements, less costly, faster, safer, and easier to compare with competitors with the participation of all employees under the leadership of senior management. Although organizations use different terms to refer to TQM capabilities, they agree on the most common TQM capabilities. The researcher believes that it is necessary to focus on these capabilities of customer focus, employee engagement, and process management because it brings together most of the literature and previous research.

Customer focus: Customers are more and more demanding in terms of product customisation, price and level of service (Christopher2016). Organizational performance depends on customers satisfaction (Evans, 2017). Customer satisfaction is at the heart of every supply chain strategy (Anand & Grover, 2015). Customer focus and satisfaction are the top priorities of the TQM approach, and some of them treat the customer as the most important asset for any organization. Dean & Bowen (1994) considered that customer focus represents all activities related to direct contact with customers and to gather information about their expectations. Customer relationships are defined as the extent to which an organization focuses on understanding customer needs. Customer orientation is a significant element of organization success because it is a starting point of any quality initiative (Pambreni et al., 2019). Organizations success depends on the achievement of the customers' desires and expectations (Ahmad et al., 2019).

Customer satisfaction is linked to the success and excellence of the organization, and this satisfaction can continue for a long period as long as the organization meets the customer requirements and

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expectations. The most successful TQM programs are those that start with quality from the customer's perspective. Deming has defined quality as not only meeting the customer's needs but expecting their future expectations (Besterfield et al., 2005). Customer focus practice is the basis for every quality activity in the organization's attempt to improve quality. The customer is considered as the starting point and end of many organizations because of his relationship with the organization. Chiles and Choi (2000) emphasized the use of customer data in quality control processes. Customer data shows current trends in the market, and therefore the final image of the product fits the requirements of the customer.

Employee Participation: Employees are the most important pillars of success (Evans and Lindsay, 2008). Activating the role of employees and informing them of their importance through their participation, and delegation of authority is one of the most important activities that should be focused on. Employee participation enhances employee performance and success by providing him with opportunities to learn and acquire new skills (Pambreni et al., 2019). The organization's success in improving performance depends on the motivation and skills of its workforce. This practise focuses on individuals who contribute to quality improvement within the organization. Mele & Colurcio (2006) noted that internal customers (employees) should be satisfied because they are key sources that directly affect the organizational strategy. Employees need to know how their job and position fit performance improvement (Al-Hawary, 2015). The increasing of employees knowledge, skills and capabilities, the reason for the organization success (Evans, 2017). So employee success increasingly depends on acquiring new learning opportunities, and applying new skills; hence the practice of managing people focuses on the organization's efforts to build and sustain a learning-based work environment through training, development, communication and safety.

Process management: The management process is interwoven between three methods: quality improvement, quality assurance, and quality control (Crosby, 1979). Process management is concerned with a systematic and structured approach to control, manage and optimize the business processes design so that productivity, quality and innovativeness can be attained (Kafetzopoulos et al., 2015). Quality improvement requires an understanding of the organization as a system consisting of elements that interact with each other. Anderson et al. (1994) see that Process management as a socio-technical practice, in which the organization is considered as an integrated socially and technologically work system linked and consistent with quality objectives such as productivity and costs. Processes in the the philosophy of total quality capabilities as a set of sub-tasks interconnected and integrated and interacting with each other in harmony, in accordance with the method of accuracy and quality so as to achieve the common goal of achieving the highest quality to reach customer satisfaction with the highest level of satisfaction and happiness, this means that the focus on activities and processes should be of great importance as they are considered an effective indicator in measuring the quality level. Consequently, it is necessary to focus more on the smooth operation than on the results of goods and services, considering that operations are the main entry to establish the outputs, if the foundation is solid and excellent, resulting in excellent ends without errors.

c) *Total quality management capabilities and Supply chain capabilities*

Supply Chain Management (SCM) and Quality Management (QM) have been embedded in the operations of most organizations for decades (Vanichchinchai, 2019). TQM and SCM represent alternate approaches to improving the effectiveness and efficiency of an organization's operations function (Kannan & Tan, 2005). Researchers from across the world with different models explored TQM and SCM as the most important determinants of firm performance (Basheer et al., 2019). More researchers are interested in the relationship between SCM and QM such as Zhang et al. (2011), Talib et al. (2011), Foster (2008). TQM and SCM act as important tools to achieve competitive advantage together with strengthening organizational competitiveness (Vanichchinchai and Igel, 2009) Supply Chain management practices (SCMP) and total quality management practices (TQMP) have become the most important strategies in achieving sustainable competitive advantage (Basheer et al., 2019). Fernandes et al., (2017) assert that the synergies of QM and SCM can promote the integration of the approaches which will promote a set of significant organizational benefits. According to Siddiqui et al., (2012) SCM practices are positively correlated with TQM Practices. SCM relies on TQM to effectively integrate suppliers, manufacturers, distributors and customers, TQM is significantly positively related to supply chain learning (Loke et al., 2012). Supply chain management and Total quality management both are management philosophies to achieve customer satisfaction and organizational performance (Vanichchinchai, 2014; Vanichchinchai & Igel, 2011). TQM has a significant direct positive impact on SCM (Vanichchinchai & Igel, 2011). Based on the above literature, the study hypotheses can be formulated as:

H1: Total quality management capabilities have a significantly positive effect on building Supply chain capabilities.

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III. Conceptual Model

The conceptual research model is summarized in Figure 1. This conceptual model explores the total quality management constructs and supply chain capability dimensions. The model depicts *Supply chain capabilities* that consist of three dimensions (*Supplier partnership ability*, *Adaptive ability, and Information sharing ability*) and the constructs of *Total quality capabilities* consists of three dimensions (*Customer focus, Employee Participation and Process management*).

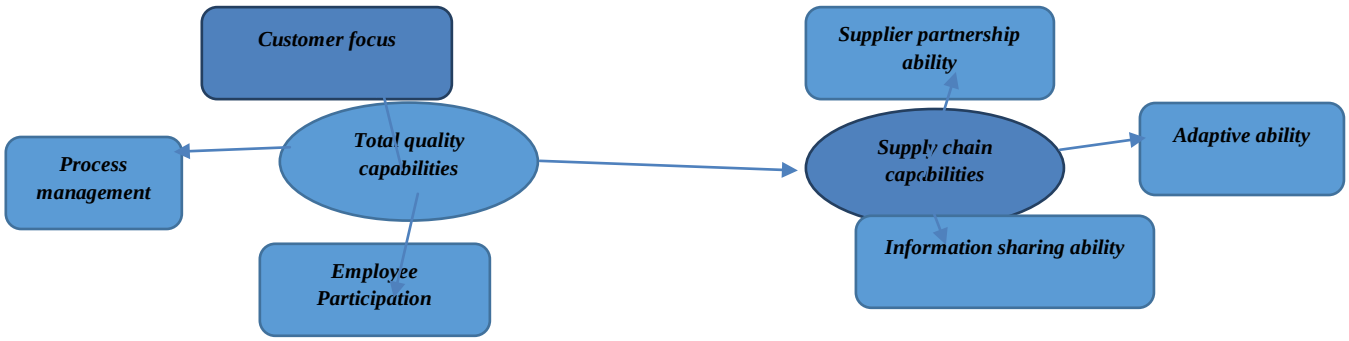


Figure 1: Conceptual frame work

IV. Methodology

a) Population

The population of the study consisted managers from six industrial companies listed in Qatar stock exchange (QAMC, Qatar Industrial Manufacturing Company, Qatar National Cement Company, Salam International Investment Limited Company, Medicare Group, Qatar Fuel Company). The level of analysis was the General managers, Planning managers, Purchasing manager, and Supply chain managers, and the head of departments who had adequate knowledge about their firms' practices related to quality management and supply chain management. Mail surveys were sent to the whole population of 235 managers.

Females make (140 respondents) 59.57 % of the employee on the other hand; male respondents represented (95 respondents) 40.42 % of the survey population. The largest group of respondents (90 respondents) 38.29 %were aged 30 – less than 40. The next largest group (80 respondents) 34.04% were aged 40 – less than 50. The next largest group of respondents (40 respondent) 17.02% above 50 years and smaller groups of respondents were aged less than 30 (25 respondents) 10.63 %.

Concerning educational level, people with the only diploma make (30 respondent) 12.76 % of the employee. The bachelor degrees Holders were the largest group of respondents make (150 respondents) (63.68%). Finally, holders of post-graduate degrees make (55 respondents) 23.54% of the employee.

Table 1: (Population Characteristics)

1- Gender	Frequency	Percent (%)
Male	95	40.43 %
Female	140	59.57 %
2- Age		
below 30 yrs.	25	10.63 %.
From 30 yrs. – to 40 yrs.	90	38.29 %
From 40 yrs. – to 50 yrs.	80	34.04%
Above 50	40	17.02%
3- Education Level		
Diploma Degree	30	12.76 %
Bachelor Degree	150	63.68%
Post Graduate studies	55	23.54%

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b) Measurements of variables

The study variables were developed by using measurement scales adopted from prior studies. Modifications were made to suit the population of the study. The three constructs of TQM included consist of (Customer focus, Employee Participation and Process management) were adapted from (Vanichchinchai, 2019; Kannan & Tan, 2005; Basheer et al., 2019; Zhang et al., 2011). Supply chain capabilities that consist of three dimensions (Supplier partnership ability, Adaptive ability, and Information sharing ability) was adopted from (Vanichchinchai and Igel, 2009; Fernandes et al., 2017; Basheer et al., 2019; Loke et al., 2012). Measurements were anchored using Five-point Likert scale, where "5" refers to "strongly agree", "4" represents "agree", "3" symbolises "neutral", "2" stands for "disagree" and "1" describes "strongly disagree".

V. Statistical Analysis

a) Reliability test

According to Joppe (2000), reliability is the extent to which results are consistent over time and functions as the best representation of the total population under study. A research instrument can be considered to be reliable if the result of a study can be reproduced under a similar methodology; that is the ability of an instrument to be replicable and repeatable, and the stability of measurement over time (Kirk and Miller, 1986; Golafshani, 2003). Therefore, the reliability scores of the constructs of the research instrument are as shown in Table 2.

Table 2: Cronbach Alpha results

Dimension	Number of Items	Cronbach Alpha (Items number)
Supply chain capabilities	20	.84
Supplier partnership ability	6	.90
Adaptive ability	7	.84
Information sharing ability	7	.77
Total quality capabilities	15	.81
Customer focus	5	.73
Employee Participation	5	.81
Process management	5	.88

b) Exploratory Factor analysis

Exploratory factor analysis for factor structure dimensionality. We started with exploratory factor analysis (EFA) to validate the items and the proposed three-dimensionality of Total quality capabilities scale *(Supplier partnership ability, Adaptive ability, and Information sharing ability).* Factor analysis using varimax rotation and principal axis factoring was conducted on 35 scale items. As a rule of thumb, items that do not have significant factor loadings (<0.5), those with significant loadings on two or more factors, and those with low communalities (<0.5) were examined for dropping. The EFA run resulted in the grouping of 15 items under three factors that had an eigenvalue greater than one, confirming Total quality capabilities as a three-dimensional construct. All items had recorded significant loading and communality values (>.5) in the respective dimensions same thing the Supply chain capabilities confirming with three dimensions with 20 items. Hence, no item was deleted. All the study dimensions possess construct validity and also conform to a reliability criterion of above 0.50-factor loading value. Regarding the Supply chain capabilities after we run EFA we reach to the following result, the Supply chain capabilities contract have 3 factors (*Supplier partnership ability*, 6 items, *Adaptive ability*, 7 items and *Information sharing ability*, 7 items).

c) Second order Confirmatory Factor Analysis

In this study, the validation procedures for the instrument had followed the method of confirmatory factor analysis (CFA) adopted by Byrne, 2010 and Kline, 2011. The testing of the measurement model, constructs are tested using the second-order confirmatory factor model to assess the construct validity using the method of maximum likelihood. The results consistently supported the factor structure for two constructs. The confirmatory factor analysis technique is based on the comparison of the variance-covariance matrix obtained from the sample to the one obtained from the model. The technique is fairly sensitive to sample size, and it is suggested to have several cases per free parameter (Bollen, 1989).

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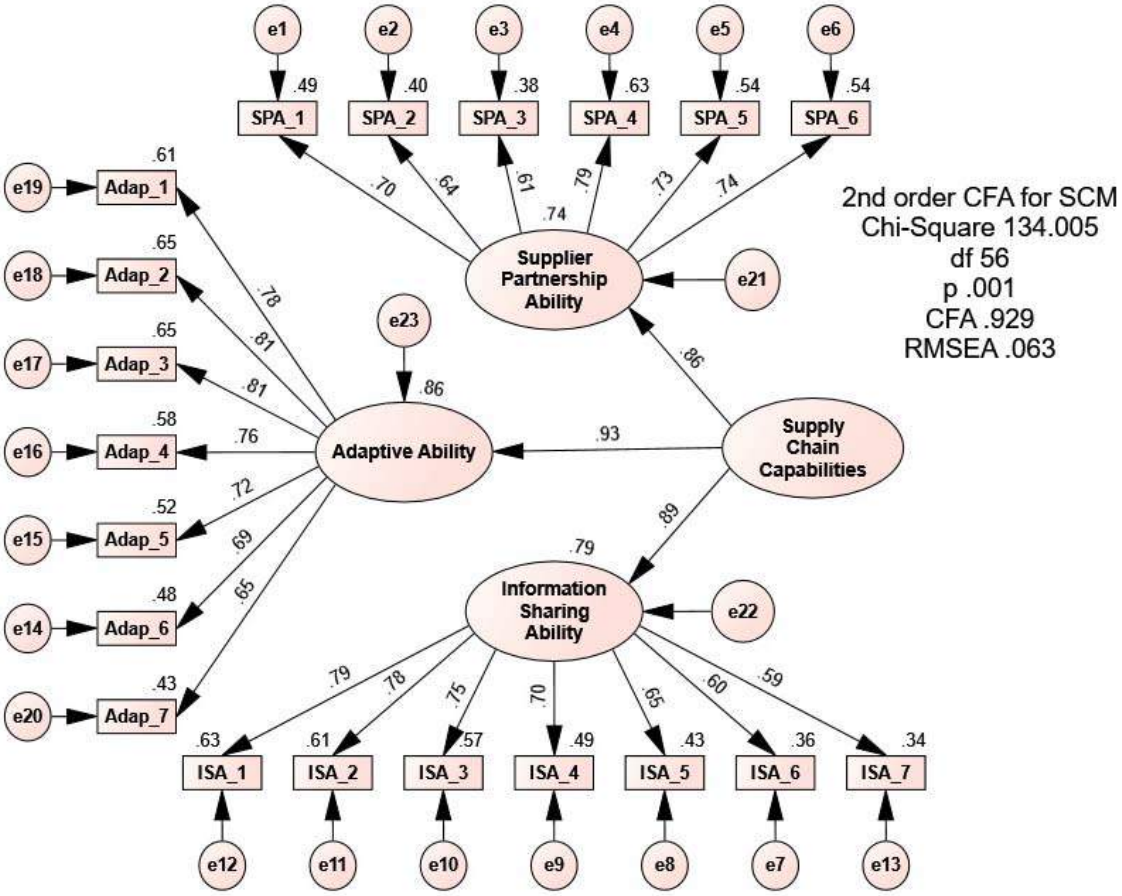


Figure 1: The second-order CFA Supply chain capability (SCC)

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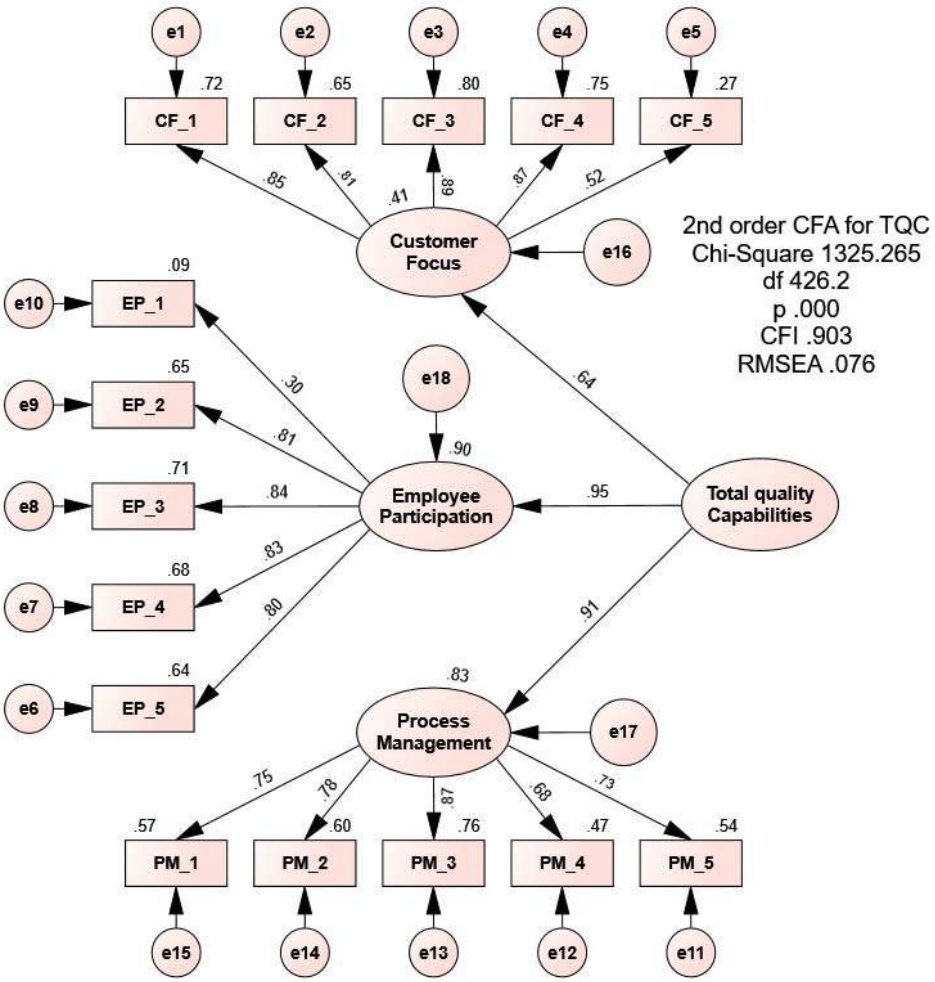


Figure 2: The second-order CFA TQC

Table 2: Summary of Fit Statistic Indexes for the CFA Models

Models	X2	df	P	Cmindf	RMSEA	CFI	P/Estimates
SCC	134.005	56	.001	2.3929	0.063	0.937	(.59-.93
TQM	1325.265	426.2	.000	3.109	0.078	0.919	(.52-.95)

N.B: All loadings were statistically significant at an alpha level of p = .05

d) Final TQM – SCC Model

The final step in the analysis was to test the path model, as shown in Figure 3. The hypothesized structural equation model was tested using the AMOS software version 20. For each of the Total Quality Management (TQM) and supply chain capability (SCC) constructs, the indicator variables were the respective dimensions (factors) as determined by the confirmatory factor analyses. Model fit determines the degree to which the structural equation model fits the sample data. The commonly used model-fit criteria are the chi-square (x2), goodness of fit index (GFI), adjusted goodness of fit index (AGFI), comparative fit index (CFI), and also the Root Mean Square Error of Approximation (RMSEA) (Schumacker and Lomax, 1996).

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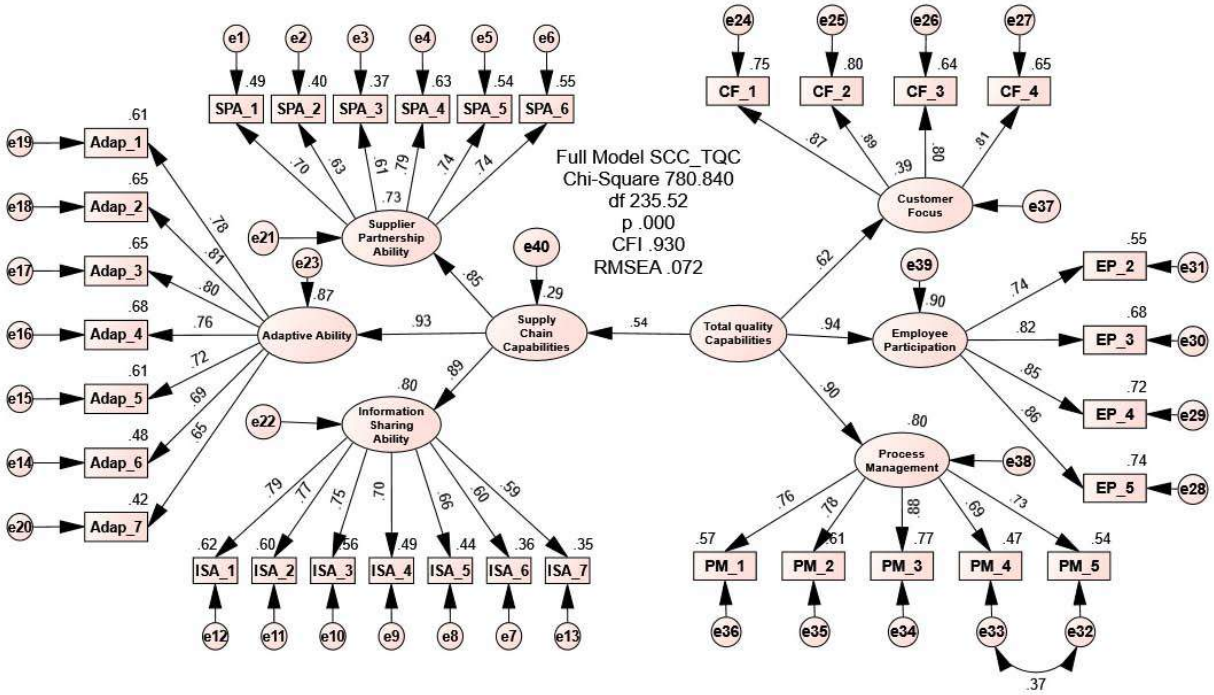


Figure 3: Full Structure Equation Modeling (TQM – SCC)

Table 3: Summary of Fit Statistic Indexes for the Full Structure Equation Modeling

Models	X2	df	P	Cmindf	RMSEA	CFI	P/Estimates
TQM --- SCC	780. 840	235.52	.000	3.3153	0.072	0.930	(.59-.94)

The goodness of fit information contained in Table 3 supports the adequacy of the model, as they obtained statistics conform to the recommended values for a satisfactory fit of a model to data. The norm-chi-square (Cmin/df) is within the acceptable below of 3 (Bollen, 1989; Browne and Cudeck, 1993), the RMSEA < .08, and the CFI & TLI > .9 (Browne and Cudeck, 1993; Byrne, 2010).

The researcher drop EM 1 and CO5 from the final model because the parameter loading below 50 and affecting the model fitting, but all the other parameter loadings of the model are practically reasonable and statistically important, implying loading coefficients that range between .59 to .94 – far greater than the recommended threshold of 0.5 (Byrne, 2010), and without any offending estimates. Inspection of estimate outputs further reveals that the hypothesized relationships among the constructs are all statistically significant. Specifically, the relationships among the main two constructs (total quality management and supply chain capability) are considered significant, as indicated by the critical ratio (CR) values of each of the inter-variable relationships (Byrne, 2010) greater than 1.96 (the absolute value), at an alpha level of .05. Also revealed in the model is the evidence of direct relationships among the constructs of the model. The analysis shows that: total quality management direct effect on supply chain capability = 0.54. All effect estimates are statistically significant and logically reasonable, and their values are of an acceptable standard for evidence of direct and indirect effects (.2) (Byrne, 2010).

VI. Discussion

TQM and SCM represent alternate approaches to improving the effectiveness and efficiency of an organization's operations function. Researchers from across the world with different models explored TQM and SCM as the most important determinants of firm performance. The main goal of this research is to examine the effect of total quality capabilities on supply chain capabilities. This study has been applied on industrial companies listed in Qatar Stock Exchange (QAMC, Qatar Industrial Manufacturing Company, Qatar National Cement Company, Salam International Investment Limited Company, Medicare Group, Qatar Fuel Company), to evaluate the level of total quality capabilities and, to measure the level of supply chain capabilities.

The effect estimates result was (%54), which means that the dimensions of total quality capabilities have explained of (%54) from the variation of supply chain capabilities, which is also, illustrated the extent to

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which the total quality capabilities have the potential to make a change in the level of supply chain capabilities in industrial companies listed in Qatar Stock Exchange. Another result could be concluded here; that there are other factors with a rate of (%46) were affecting supply chain capabilities did not mention in this study. After using multiple regression analysis and through results, it was found that there was a statistically significant effect of total quality capabilities on supply chain capabilities, this result is consistent with other studies' findings such as the study of Vanichchinchai & Igel (2011), the reached that TQM has a significant direct positive impact on SCM. Fernandes et al., (2017) assert that the synergies of QM and SCM can promote the integration of the approaches which will promote a set of significant organizational benefits. A study of Siddiqui et al., (2012), they referred that SCM practices are positively correlated with TQM Practices, and Loke et al., (2012), they pointed that SCM relies on TQM to effectively integrate suppliers, manufacturers, distributors and customers, and concluded that TQM is significantly positively related to supply chain learning

VII. Managerial Implications and Direction for Future Research

Supply Chain Management (SCM) and Quality Management (QM) have been embedded in the operations of most organizations for decades (Vanichchinchai, 2019). TQM and SCM represent alternate approaches to improving the effectiveness and efficiency of an organisation's operations function (Kannan & Tan, 2005). This research has the potential to help Managers and decision-makers of industrial companies in Qatar, to solve arising problems relating to manufacturing activities in Qatar, especially new establishing companies. The results of the study found a statistically significant effect of total quality capabilities on supply chain capabilities; therefore, researchers pointed out the number of recommendations for top management and decision-makers of industrial companies in Qatar. This study has some key managerial implications. Companies should Pay attention to operations systems because of their role in arranging production equipment to deal with changes in customer orders, in addition to giving more investment in electronic and digital transport and supply systems because these systems are important in quickly meeting customers' special orders. Emphasize the need for the ability of suppliers to deal with the change in the production volume and product mix. Finally, the involvement of major suppliers in the development of new products because of their great importance.

There are some limitations of this research that lead to ways for future research. First, This study only focused on quality management and Supply chain capabilities. Future studies should consider multiple factors to have a comprehensive study. Second, the study is limited to the industrial companies; the results of the study may differ in the case of other sectors. Third, we only focused on the Qatari listed companies, so the findings may not apply to other countries. Forth, this study used three dimensions for total quality management; the future study may include more dimensions like continuous improvement. Fifth, the current study focused on Qatar. Future research should establish a comparison with the findings of relevant studies in developing and developed countries. Finally, the study examined the effect of total quality management on supply chain capabilities, a future study may examine the effect of other factors on supply chain capabilities.

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Antecedents of Justice Climate in the South African Financial Services Industry

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Abstract- Organisational justice has captured the interest of scholars in recent years since it is associated with the perceptions and reactions of an individual, to the presence of fairness in an organisation. This study was aimed at investigating the extent of organisational justice on organisational citizenship behaviour, ethical behaviour and employee retention in the South African financial services industry. A hypothetical model and measuring instrument was developed in order to investigate factors that may influence the organisational justice in the financial services industry. Six independent variables (trustworthiness of management, employee engagement, reward system, organisational transparency, two-way communication and organisational climate) were identified as variables that have the potential to influence organisational justice (mediating variable). It was also hypothesised that organisational justice) has the potential to affect the dependent variables (organisational citizenship behaviour, ethical behaviour and employee retention). Furthermore, nine null-hypotheses were developed to test the relationship between independent, mediating and dependent variables.

Keywords: organisational justice, trustworthiness of management, intrinsic and extrinsic rewards, organisational climate, organisational citizenship behaviour, reputable employee retention; financial services industry.

GJMBR-A Classification: JEL Code: P33



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Antecedents of Justice Climate in the South African Financial Services Industry

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Abstract- Organisational justice has captured the interest of scholars in recent years since it is associated with the perceptions and reactions of an individual, to the presence of fairness in an organisation. This study was aimed at investigating the extent of organisational justice on organisational citizenship behaviour, ethical behaviour and employee retention in the South African financial services industry. A hypothetical model and measuring instrument was developed in order to investigate factors that may influence the organisational justice in the financial services industry. Six independent variables (trustworthiness of management, employee engagement, reward system, organisational transparency, two-way communication and organisational climate) were identified as variables that have the potential to influence organisational justice (mediating variable). It was also hypothesised that organisational justice) has the potential to affect the dependent variables (organisational citizenship behaviour, ethical behaviour and employee retention). Furthermore, nine null-hypotheses were developed to test the relationship between independent, mediating and dependent variables. All these variables were clearly defined and operationalised with various items that were obtained from other measuring instruments or self-developed items. A quantitative research approach was utilised in this study. This study made use of the non-probability sampling technique as there is no data base of financial services firms available in South Africa. A purposive sample of 800 respondents was drawn from four provinces in South Africa. Factor and regression analyses were used to test the significance of the relationship between the various independent and dependent variables. The findings of this study have contributed to the body of knowledge in the financial services literature in South Africa, by developing a theoretical model and a measuring instrument of organisational justice in the financial services industry. The findings of this study also inform policy formulation to assist with the implementation of organisational justice programmes in the financial services industry. This study provided useful and very practical guidelines to organisations in order to ensure the effective strategizing and management of organizational justice that could enhance their local and global competitiveness and long-term survival.

Keywords: organisational justice, trustworthiness of management, intrinsic and extrinsic rewards, organisational climate, organisational citizenship behaviour, reputable employee retention; financial services industry.

I. Introduction

The South African financial services industry is known as the fastest growing industry in South Africa. It is the second largest contributor to GDP in South Africa with a contribution of around 21.1% and is also one of the major employers in South Africa, providing more than 35% of the total active workforce of the country Buys and Van Niekerk (2014). Organisational justice has captured the attention of scholars in recent years. It is associated with the perceptions and reactions of an individual to the presence of fairness in an organisation and captures what that individual feels or evaluates to be morally correct rather than viewing it to be something prescriptive Cropanzano & Greenberg (1997). The concept of justice emerges in various organisational contexts, such as pay plans, selection and placement, evaluation policies and so forth Greenberg, (1990). Yet what is central to these various milieus is the individual's perception of whether or not they are being treated fairly and justly. Fairness is an influential factor behind various positive job outcomes such as turnover intentions, organisational citizenship behaviours and commitment. Thus, presence of organisational justice is advantageous for both the individual and the organisation (Cropanzano & Greenberg (1997:150).

II. Problem Statement

The South African financial services industry is bombarded by various employer - employee relationship predicaments and this creates an urgent need for effective realisation of a justice climate where fairness can be reinforced and effectively practised in the realisation of fruitful relations that governs employer and employee relations by employing ethical decision - making processes where organisational citizenship behaviour can results in effective employee retention within the organisation. The financial services industry plays a critical role in the economic development and growth of the country as well as reducing unemployment. The problem within the services industry is that managers and employees are not fully conversant with what constitutes organisational justice and injustices, which creates an environment of misunderstanding that is not conducive for effective work relations (Buys & Van Niekerk 2014: 110). Lown, Osler, Strahan and Sufi (2000) are of the opinion that managers and supervisors in the financial services industry often create a platform of favouritism and employees display negative attitudes. Managers are unconsciously unaware of these causal effects such as chronic absenteeism and sick leave. Employees in the

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financial services industry, especially in accounting and auditing firms are expected to work longer hours and even during weekends in order to complete work assignments. Employees that are employed on a contractual basis perceive an unfair allocation of work amongst the permanent and contracted employees. Employees on the same levels have perceived a form of favouritism and unequal treatment amongst those employed full time and those employed on a contractual basis. These perceived injustices such as favouritism, nepotism, unfair dismissal and tokenism create a situation where employees are unjustly treated. These employees often retaliate by displaying negative attitudes (Botha 2015: 34).

III. Literature Review

a) Organisational Justice (OJ)

Cropanzano and Grenberg (1997: 58) state that justice is a common theme that provides a framework within which individuals and institutions interact. Organisational justice refers to the role in the workplace; employee`s perceptions of the fairness of decision making and decision making process and the influences of these perceptions on workplace behaviour (Moorman 1991: 845). Muchinsky (2003: 314) further explains that organisational justice concerns itself with the fair treatment of people within organisations. It can be regarded as a limited form of social justice that can be defined as fair and proper administration of laws that conform to the natural law that all persons irrespective of ethnic origin, gender, possession, race and religion should be treated without prejudice. Fairness can be questioned both in the process followed as well as in decisions being made. Organisational justice could be divided into three distinct dimensions namely distributive, procedural and interactional which is further divide into interpersonal and informational justice (Greenberg & Baron 2008: 43-48).

b) Distributive Justice

Distributive justice is primarily concerned with how the outcomes of the organisation are in terms of fairness (Maiese: 2013). It thus relates to the degree to which decisions by managers are in terms of distribution and allocation outcomes, for example promotions and salaries. It also relates to the degree to which managerial decisions allocate rewards in an equitable and fair manner to employees (Niehoff & Moorman 2010). Distributive justice focuses on people`s belief that they have received a fair amount of pay and recognition and this could have great impact on employee`s work satisfaction and motivation levels. Employees thus exert their efforts on their jobs and thus expect to be fairly compensated in return. Employees compare their input to output ration and if there are any imbalances, they perceive distributional injustice.

c) Procedural Justice

Procedural justice refers to the means by which outcomes are allocated but not specifically to the outcomes themselves, by establishing certain principles specifying and governing the role of participants during the decision making process of making decisions or creating procedures and relates to perceptions that affect employees and the degree of fair methods and guidelines that are used when allocation decisions are made (Niehoff & Moorman (2010). Procedural justice and employee`s perceptions of fairness of the procedures can be improved if employees are afforded an opportunity to voice out their views in the decision making process. The rules that are used should be applied consistently and equally amongst all the employees and should be based on accurate information.

d) Interactional Justice

Muzumdar (2012:31) states that interactional justice refers to how one person treats another. A person in interactionally just if he or she appropriately shares information and avoids rude or cruel remarks. According to Colquitt et al (2001) there are two aspects of interactional justice. The first part is called informational justice and refer to whether one is truthful and provides adequate justification when things go wrong. The second part is called interpersonal justice and refers to the respect and dignity with one treats others.

e) Organisational Citizenship Behaviour

Organisational citizenship behaviour is defined as individual behaviour that is discretionary and not explicitly recognised by the formal reward system and in the aggregate, promotes efficient and effective functioning of the organisation (Neeta, 2013: 118). This describes an employee's voluntary commitment within an organisation that is not part of his or her contractual tasks and is usually discretionary in nature (Berber & Rofcanin 2012: 198). Organisational justice is among the major issues which are valued by most employees. This is because the concept is related with organisational output and variables such as organisational citizenship, loyalty and motivation (Forret & Love 2008: 255). According to Williams, Pitre and Zainuba (2002: 53), there are some preconditions and premises of organisational citizenship behaviours. The primary condition is the perceptions of the workers about decisions and practises. Williams *et al*. (2002: 57) further asserts that a positive mind increases the possibility of performing certain organisational citizenship behaviour. In this context, the psychological conditions of employees are among the most important factors determining the relationship between organisational justice and organisational citizenship behaviours (Giap, Hackermeir, Jiao & Wagdarikar 2005; Asgari, Silong, Ahmad & Sama 2008: 148).

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f) Ethical Behaviour

Ethical behaviour means acting in ways consistent with what society and individuals typically think are good values and moral principles that include honesty, fairness, equality, dignity, diversity and individual rights (Treviño, Weaver & Reynolds 2006: 954). Organisational justice can only be achieved through employees who display greater effort and behavioural attributes to help the firm succeed (De Cremer, Mayer & Schminke 2010: 11). Organisational justice is an important theoretical lens of high performance in the organisation. From this perspective it can therefore be argued that when employees perceive that the procedures are fair and their managers treat them with dignity and fairness, then employee performance is more likely to increase. Organisational justice practices could lead to the practice of ethical behaviour in the organisation (Crawshaw, Cropanzano, Bell & Nadisic 2013: 885).

g) Employee Retention

According to De Vos Meganck (2008: 45), employee retention refers to the portfolio of HR practices that organisations develop to reduce voluntary turnover rates. Hausknecht, Rodda and Howard (2009: 269) concur that it entails efforts by an organisation to maintain a working environment which supports current staff in remaining with the organisation by improving key processes and conditions. The ultimate aim is happier, loyal employees who actively want to remain with the organisation.

IV. Research Design and Methodology

The positivistic research paradigm is employed in this study, which means that quantitative data are collected; aspects of the social world and social phenomena are measure; causal relationships between different aspects of the social world are sought; and large data and statistical analysis are used. Given the nature of the study, the research approaches followed in this study are exploratory and descriptive in nature. The aim is to explore a relatively new area and describe respondent`s perceptions regarding organisational justice in the South African financial services industry. The population in this study comprised of banks, auditing and accounting firms and insurance firms in the financial services firms in South Africa. For the purposes of this study, non- probability sampling technique is used, specifically the convenience and judgemental sampling. The reason behind the sampling is that it is an abstract form to be inclusive of all members of a group but, in essence the sample study population is in a position to produce similar data the represents the targeted population envisaged within the study Turyakira (2012: 124). Furthermore, the primary goal is to draw valid and justifiable conclusions from the entire study. Neuman ((2003: 160), data collection can be defined as the empirical evidence or information that one gathers carefully to rules and procedures. Wilson (2010: 134) notes that there are two basic types of data, namely primary and secondary data. Secondary data is composed of existing literature on organisational justice which forms the basis for the conceptual framework, upon which the frame of reference of the study was built. Secondary data sources for the literature review was obtained through conducting international and national data searches, through the use of journal articles, textbooks and internet. The primary data for this study was obtained using the survey method by means of self- administered structured questionnaires. In this regard, the aim was to target 800 employees in the financial services firms (200 employees from Eastern Cape, Kwazulu Natal, Gauteng and Western Cape). Ethical clearance was obtained from the NMMU before the empirical study was conducted. Questionnaires usually consist of a combination of factual and opinion - related questions (Cohen et al 2004: 407). In this study, the closed ended statements are used to elicit standard answers that can be analysed statistically. In lieu of measurements the semantic differential scale is used with possible responses .The self-administered structured questionnaires with closed-ended questions were used. This method is consistent with the measuring tools used in previous studies.

a) Exploratory Factor Analysis Results

Exploratory factor loadings are depicted in Table 1 below. Perceptions of employees regarding the independent variables, organisational justice and the dependent variables (outcomes) are presented. Factor loadings of greater than 0.80 were considered.

Table 1: Empirical Factor Structure

Latent variable	Items	Alpha Values
Trustworthiness of management (TM)	TM1, TM2, TM3, TM4, TM5	0.92
Employee engagement (EE)	DM2, DM3, EO1, EO2, EO3, JD1, JD2, JD3	0.90
Extrinsic rewards (EXT)	EXT1, EXT2, EXT3, EXT4, CW1, CW2, CW3	0.90

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Intrinsic rewards (INT)	INT1, INT2, INT3, INT4, INT5	0.88
Organisational transparency (OT)	OT1, OT2, OT3, OT4, OT5, TWC1, TWC2	0.91
Organisational climate (OC)	SS1, SS2, SS3, SS4, SS5, OS1, OS2, OS3, OS4, OS5, TWC3, TWC4, TWC5	0.95
Procedural interactional justice (PIJ)	PJ1, PJ2, PJ3, PJ4,, PJ5, IJ1, IJ2, IJ3, IJ4, IJ5	0.95
Distributive justice (DJ)	DJ1, DJ2, DJ3, DJ4, DJ5	0.89
Organisational citizenship behaviour (OCB)	OCB1, OCB2, OCB3, OCB4, OCB5	0.85
Reputable employee retention (RER)	EB1, EB2, EB3, EB4, EB5, ER1, ER2, ER3, ER4, ER5	0.93

Table 3 indicates that the respondents perceived organisational justice as two -dimensional construct. All four items (PJ1, PJ2, PJ3 and PJ4) which were meant to measure procedural justice and items which were meant to measure interactional justice (IJ1, IJ2, IJ3 and IJ4)loaded onto one factor and are termed procedural -interactional justice (PIJ). All five items (EB1, EB2, EB3, EB4, EB5) which were meant to measure ethical behaviour and all five items which were meant to measure employee retention loaded and combined together onto another factor and are termed Reputable employee retention. As a results of the discriminant validity assessment with the exploratory factor analysis new variables were formed: thus the original theoretical model had to be adapted.

b) Regression Analysis

The influence of trustworthiness of management, employee engagement, extrinsic rewards and intrinsic rewards, organisational transparency and organisational climate on procedural -interactional justice.

Table 5 below indicates that organisational climate (as measured by supervisory style, organisational support and two-way communication) ($b=0.360$, $p<0.001$), is positively related to procedural -interactional justice. This indicates that respondents feel that management should be approachable when employees are experiencing problems and should receive guidance whenever they need to complete difficult tasks in their jobs. According to table 7 extrinsic rewards ($b=0.168$, $p<0.001$ and intrinsic rewards ($b=0.171$, $p<0.001$) are positively related to procedural -interactional justice. This indicates that the respondents believe they that they should have the freedom to use their own judgements to complete their jobs and they are offered sufficient flexibility to reconcile their personal lives with their jobs.

Organisational transparency ($b=0.133$, $p<0.05$) is also positively related to procedural-interactional justice as shown in Table 7. This means that management in the financial services industry need to pay more attention in being considerate for all their actions. The R2 of 0.579 explains 58% of variability in the models explained by the moderating variable (procedural-interactional justice). According to Table 7 trustworthiness of management and employee engagement as measured by decision making expression of opinions and job development ($r=0.037$, NS) do not exert a significant influence on procedural interactional justice.

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Table 2: Regression analysis: The influence of trust worthiness of management employee engagement, extrinsic rewards and intrinsic rewards, organisational transparency and organisational climate on procedural -interactional justice

	REGRESSION SUMMARY FOR DEPENDENT VARIABLE: PROCEDURAL INTERACTIONAL JUSTICE (PIJ)					
Parameter	Beta b*	Std. Error	B	Std Error	T value	P-value
Trustworthiness of management (MT)	0.059	0.039	0.058	0.038	1.532	0.1262
Employee engagement (EE)	0.037	0.049	0.042	0.054	0.773	0.4400
Extrinsic rewards (EXT)	0.170	0.050	0.168	0.049	3.450	0.001***
Intrinsic rewards (INT)	0.166	0.052	0.171	0.053	3.213	0.001***
Organisational transparency (OT)	0.128	0.055	0.133	0.056	2.351	0.0191*
Organisational climate (OC)	0.330	0.052	0.360	0.056	6.385	0.001***

R	R^2	F	Std Error of estimate P	
76%	0.57981177	98.662	0.73598	p< .00000

* = p < 0.05
** = p < 0.01
*** = p < 0.001

V. Conclusion and Recommendations

The empirical result reveal that trustworthiness of management, intrinsic rewards and extrinsic rewards, organisational transparency and organisational climate have positive influence on procedural -interactional justice and organisational distributive justice, while employee engagement has no significant influence on procedural -interactional justice and distributive justice. The findings of this study complement the findings of Schackenberg and Tomlison (2014) that found that there is positive relationship between organisational justice and organisational transparency. Noordin, Omar and Idrus (2010) envisaged that organisational climate is strongly related to procedural and interactional justice which leads to increased organisational performance. The empirical results reveal reputable employee retention has a positive relationship with procedural -interactional justice. This indicates that respondents feel that reputable employee retention emanates from effective practise of procedural- interactional justice when all employees strictly follow rules and policies in their organisations. Furthermore, the empirical results show that distributive justice have a positive influence on organisational citizenship behaviour and reputable employee retention. Previous research by Coldwell *et al.* (2007). For organisational citizenship behaviour and reputable employee retention to be effective, employees and management should: Be prepared to work during lunch breaks to complete an urgent task at hand. Stay late without pay to complete a task. Defend a co-worker who was spoken ill of by other workers or supervisor. Reward employees with integrity. Widely distribute a code of conduct throughout the organisation. Offer sufficient flexibility to reconcile their personal life with the job. Offer various career advancement opportunities to further their career

Contributions of the Research

Some of the contributions of this study relevant to this article are identified below: The findings of this study have contributed to the body of knowledge in financial services literature in South Africa by developing a theoretical model of organisational justice in the financial services industry. The antecedents of organisational justice in the financial services industry are not well documented and represents a significant gap in OJ literature. The study made a unique contributions to the field of OJ as for the first time in literature this study identified two aspects of measuring OJ perceptions, namely procedural -interactional justice and organisational distributive justice. Managers in the financial services firms who seek to build OJ should view trustworthiness and transparency as cornerstone of their strategy for managing financial services employees. The findings can inform financial services firms about financial services policy formula-tions so as to assist with the implementation of organisational justice programmes. The study provided useful and

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practical guidelines to organisations as to ensure effective strategizing and management of OJ that could enhance their local and global competitiveness and long- term survival.

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The Effect of Leadership on Working Conditions, Work Motivation, and Organization Commitment

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Abstract- The study of leadership is still very much in demand by Researchers Because almost all organizations really need good leaders, who can regulate and mobilize various resources (especially humans) in the organization. The main targets of human resource management that must be Achieved by leaders in the medium term is to create organizational commitment for all employee as members of the organization. In the process, much operational leadership must be Carried out tasks such as motivating subordinates and facilitating the work of subordinates. So the aim of this study: 1) To analyze the effect of leadership on work condition, motivation, and commitment to the organization 2) To analyze the effect of work condition and motivation on organizational commitment. The method used for data collection is the census method. The population in this study were all Civil Servants (PNS) who were status as guard officers in Community Institutions found in the Regency/City on Lombok Island. The number of guard officers is 195 people. All members of the population are respondents. The analysis tool used is Partial Least Square (PLS), the online version Smart PLS 2.0.m3 program that is run on computer media. The results of the study are: (1) Leadership has a positive and significant influence on Work Motivation. (2) Leadership has a positive and significant influence on Working Conditions.

Keywords: *leadership, working conditions, work motivation and organizational commitment.*

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THEEFFECTOFLEADERSHIPONWORKINGCONDITIONSWORKMOTIVATIONANDORGANIZATIONCOMMITMENT

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The Effect of Leadership on Working Conditions, Work Motivation, and Organization Commitment

Lalu Supaman [α], Mahyuddin Nasir [σ] & Sarifudin Serif [ρ]

Abstract- The study of leadership is still very much in demand by Researchers Because almost all organizations really need good leaders, who can regulate and mobilize various resources (especially humans) in the organization. The main targets of human resource management that must be Achieved by leaders in the medium term is to create organizational commitment for all employee as members of the organization. In the process, much operational leadership must be Carried out tasks such as motivating subordinates and facilitating the work of subordinates. So the aim of this study: 1) To analyze the effect of leadership on work condition, motivation, and commitment to the organization 2) To analyze the effect of work condition and motivation on organizational commitment. The method used for data collection is the census method. The population in this study were all Civil Servants (PNS) who were status as guard officers in Community Institutions found in the Regency/City on Lombok Island. The number of guard officers is 195 people. All members of the population are respondents. The analysis tool used is Partial Least Square (PLS), the online version Smart PLS 2.0.m3 program that is run on computer media. The results of the study are: (1) Leadership has a positive and significant influence on Work Motivation. (2) Leadership has a positive and significant influence on Working Conditions. (3) Leadership has a positive and significant effect on Organizational Commitment. (4) Working Conditions has a positive and not significant influence on Organizational Commitment. (5) Work Motivation has a positive and significant effect on Organizational Commitment. The results of the study can be used as references by the leadership of the Community Institutions to the make decisions and set policies in motivating subordinates, regulate working conditions, and in an effort to increase the commitment of subordinates. The results of the study can also support the results of previous studies, as well as can be used as references for subsequent Researchers.

Keywords: leadership, working conditions, work motivation and organizational commitment.

I. Preliminary

The study of leadership associated with organizational commitment until now attracted the attention of researchers because according to the search results of the study are still considered fundamental differences. Research conducted by Mappamiring (2015), undertook a study of Islamic leadership associated with organizational commitment Islami, the Islamic Bank in Napier. The results of his study that the Islamic leadership and significant positive effect on organizational commitment Islami; meaning that with the implementation of Islamic leadership is getting better at banking institutions, will have an impact on the organization's commitment Islami owned by its employees or its employees will be higher. Furthermore Supaman, et al. (2015), which conducts research on pEngaruh leadership on organizational commitment in Amil Zakat Agency Regions on the island of Lombok. The results of his research is that there is a positive and significant effect of leadership on organizational commitment; meaning that if the leaders of these agencies perform functions with better leadership, it will affect can increase organizational commitment of subordinates, otherwise if the leaders are running the leadership functions poorly, it will affect can lower the organizational commitment of subordinates.

Some other research results: Zuraida, et al. (2013), did research on the Regional Water Company Malang. They find results that leadership has a positive and significant influence on organizational commitment. Leaders of the institution become the object of research, has been able to influence and direct the attitudes and behavior of his subordinates to have high commitment. Then Bayir, et al. (2015), conducted a study meta-analysis of 202 studies compilation. The results of the meta-analysis studies found that there is a positive influence on the mid-level leadership commitment. Besides its findings that there was a significant positive relationship between leadership and organizational commitment; in accordance with the findings of many other studies that become references before. Furthermore Sahin and Busra (2017), conduct research to analyze the effect of leadership behavior on organizational commitment, in various public institutions, to deploy 234 questioner valid and can be collected. The analysis showed that leadership behavior has a significant influence on organizational commitment, but the effect was lower than expected in the public sector.

In contrast to the results of research conducted by Alkahtani (2016), did research on the influence of leadership on commitment, by reviewing the leadership of transactional and transformational aspects of the style associated with the three dimensions of commitment. The results of his study that transformational leadership

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style significantly affect three dimensions of organizational commitment. While the transactional leadership style to the three-dimensional effect is weak organizational commitment. Furthermore, Ghoniyah and Masurip (2011) did research on the institution Commercial Credit Unions Work Demak. The results of the research showed that leadership not significant effect on organizational commitment. This means that the leadership process contained in these institutions (leader or manager) can not influence or direct subordinates/employees to have a strong commitment to the organization they work for. In other words, the cooperative manager has not been able to increase the organizational commitment of employees, and employee commitment can awaken from the individuals concerned and not on the basis of the influence of a leader or manager.

Differences in outcomes research most likely to occur because researchers do not yet take measurements of variables (define indicators) exactly as it should be. Certainly, researchers are required to perform the test was redesigned indicator variables, as outlined in the instrument or the questioner that the wording better, clearer and more easily understood by the respondents. In addition, researchers need to look after the target respondents, and time to study the conditions in the field. The analytical tool used can also affect the final result.

Leadership assessment can be associated also with other variables such as motivation, and working conditions. Implementation of leadership can be seen clearly throughout the organization including the Correctional Institution located in the County/City on the island of Lombok, which made the object of this study. Penitentiary (Prison) is a Technical Implementation Unit of the Directorate General of Corrections of the Ministry of Justice and Human Rights; which serves to provide guidance and services to prisoners and detainees in Indonesia. Rising crime also caused the increasing number of occupants in prisons. Prison conditions in Indonesia are currently experiencing an over-capacity occupancy rate reached 70 percent. Based on data from the Directorate General of Corrections Database System PAS per 18 November 2016.

Conditions of some prisons which were under the Regional Office of the Ministry of Justice and Human Rights on the island of Lombok West Nusa Tenggara, there is over capacity by 175 percent occupancy rate at three locations Technical Services Unit. While the burden of the duty to preserve it is required employees, adequate guard as if referring to the Decree of the Director-General of Corrections No. PAS-146.PK.01. 04.01 2015, the minimum requirement is the duty officer 20 people per shift. Based on the ministry statement given last time on television, that all prisons in Indonesia have over occupancy to reach 97 percent, compared with occupancy available, because while the rise in crime that occurred and were handled Kemenhumham.

In the management of prisons or detention operation activity, management duties and functions under the laws and regulations related. Vision, mission, goals, objectives, and programs are prepared and then submitted by the leadership to all employees. Various rules, policies, and guidelines were also presented to the units at the bottom so that organizational goals can be achieved effectively. Some form of regulations issued by the prison-related daily activities to run the clerk's prison, including detainees and prisoners are not allowed to carry and use mobile (HP) in custody, carry and has a sharp weapon for worry threaten officers or fellow prisoners (convicts), carrying, possessing and drinking alcohol.

Results of monitoring head prisons and their staffs and report security section and order in 2016, they discovered the circulation of mobile phones in prisons, then there among the inhabitants of prisons possessing and storing weapons, and they found the drinks alcohol and other intoxicants. Based on this information indicates the deviation of rules that have been violated by the prisoners and convicts, and it is clear that the employee who served as a guard prisons appear inattentive, poorly disciplined even possible omission (as a form of attitude and behavior is less commitment to employees), for guard duty, has not done according to the rules.

Employee behavior duty officer who thus can occur due to many factors affecting such lack of understanding of their duties and functions, motivation and morale decreases, facilities and working facilities are inadequate, excessive workload, the attention of the elements of leadership that is not optimal, and other so. In addition to the facilities and equipment available job seems to not support, such as the need for a tracking device signal HP, and drug detector instrument, tool or a fire extinguisher, especially in the workspace and residential blocks. This means the workplace for officers likely to be less feasible, as well as a means of space were prisoners who seem less feasible, because of overcrowding so that the room becomes noticeably narrower. It makes prisoners feel crammed.

Objective: First, to analyze and determine the significance of the influence of leadership on working conditions, work motivation and organizational commitment. Second, to analyze and determine the significance of the effect of working conditions and work motivation on organizational commitment. The results are expected to contribute to the development of science and can reinforce or support the results of previous studies. In addition, the research results can be used as a reference to human resource managers in formulating policies relating to working conditions, motivating subordinates, improving subordinate

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commitment and in terms of effective supervision of subordinates.

II. Literature Review

a) Organizational Commitment

Organizational commitment is a situation where an employee in favor of a particular organization and its goals and wishes to maintain membership in the organization. According to Robbins (2003) that a high employment engagement means favoring certain work of an individual, while a high organizational commitment means siding with the organizations that recruit such individuals.

Organizational commitment is an attitude and behavior that are owned and shown by the individual employee or employees in relation to the organization of the workplace, where employees have confidence in the values and goals of the organization. Besides the desire to expend its efforts in earnest for the sake of the organization. Build commitment as an attempt to establish a long-term relationship, individuals who have a commitment to the organization is likely to remain in the organization, compared with individuals who did not commit. They tend to show a high engagement is realized in the form of attitudes and behavior of loyal and satisfied work.

Gibson (1996) "states the organization's commitment is to identify flavor, engagement, loyalty shown working in his organization, the commitment shown by acceptance of strong beliefs to the values and goals of an organization, as well as a strong impetus to maintain themselves as members of the organization. "Luthans (2006: 249) states that employee commitment is a strong desire of employees to be a member of a group, the willingness of a high effort for the organization as well as the acceptance of the values and goals of the organization. Organizational commitment based on a bond, fidelity or loyalty of an employee of the organization so that they are willing to work for an organization with values that are adhered together.

From another dimension that Allen and Meyer (1990) in Luthans (2006: 250) stated that the notion of organizational commitment identified three components, namely: 1). affective commitment (affective commitment), in the form of psychological attachment to the organization or person's emotional involvement in the organization; 2). continuous commitment (continuance commitment), in the form of psychological attachment to the organization, that people consider to sacrifice the cost and risk of leaving the organization. 3). normative commitment (normative commitment), in the form of psychological attachment to the organization, for their sense of obligation to preserve and maintain the organization.

Supriyono (2004 and 2005) to measure the organization's commitment to using instruments Mowdey et al. (1979), which consists of 9 points include: 1) The business of the hard work that formally can help the success of the organization; 2) The pride to friends that his place as a great organization; 3) Willingness to accept all types of tasks assigned to continue working for the organization; 4) believe the values that would like to accomplish is similar to the values of the organization; 5) State pride to others that could be part of the organization's work place; 6) Organizations working place can inspire good performance of their duties; 7) Glad to have chosen this organization as my workplace than any other organization; 8) The organization is the best organization to work compared with other organizations, and 9) Has the sincerity to the fate of the organization.

Given that the District Penitentiary in cities in Lombok Island as the object of this study is the government organization that provides services (public), then in the study of organizational commitment, researchers modify some elements of the indicator, such as 1). Pleasure and pride of employees as members of the organization; 2). Employee loyalty to the leader and the organization; 3). The willingness of employees to receive assignments from the employer; 4). The seriousness of employees in carrying out their mandates; 5). Feeling partly responsible for the work of the organization, and 6). Employee expectations in order to remain a member of the organization.

b) Working Conditions

Working conditions is a state of the internal environment of a set of tasks in a job or position. The process of execution of the job duties required a variety of resources as inputs in the form of human resources, financial resources, materials, facilities and a wide range of facilities, as well as regulations and guidelines. The working conditions may appear and be perceived by the human resources who are employees or employees who carry out the job duties.

Working conditions contain a larger sense, it means that the job can be completed or may not be completed depending on the extent (the size of the volume of work), loose-narrowness of processing time, easy-difficult settlement, risk whether or not the work is handled, security and comfort where implementation. Simanjuntak (2003: 39) states the working conditions of employees should be afforded by the company's management as possible in order to arise a sense of security in working for its employees, working conditions include adequate lighting, temperature is just right, the noise can be controlled, the effect of color, space motion security required and the employee.

In Permendagri 12 of 2008, which referred to the workload is the amount of work that must be borne by the office or organizational unit that is the product of the

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volume of work and the norms of the time, where the calculation of the analysis of their workload by considering factors working hours, working time, educational background employees, and type of work.

The success in the implementation process to achieve a specified output, depend on factors or input elements that constitute the internal working environment of the organization or institution that provides resources. Nitisemito (2001: 109) states that the working environment is everything that was around that can affect individual workers to carry out the tasks assigned. Further stated that the views of the working environment: a pleasant working atmosphere, comfortable it includes lighting/illumination clear, low noise and quiet, safety at work; relationships with coworkers (harmony and kinship; and the availability of working facilities such as equipment used to support the work, and finesse completeness of the equipment.

Mangkunagara (2009: 17) states that the work environment is very supportive of individual organizations to achieve performance. Environmental factors, among others, the organizations referred to clear job descriptions, appropriate authority, challenging employment targets, the effective working of communication patterns, labor relations harmonious working climate of respect and dynamic, career opportunities and adequate working facilities. Then Sedarmayanti (2001: 21) states the type of work environment is twofold: physical work environment that is all that there is around the workplace that may affect the officer either directly or indirectly and the working environment of non-physical that all circumstances that occur relating to the employment relationship good with superiors or with fellow colleagues or subordinates.

To assess the working conditions at the Penitentiary in Lombok, Researchers see it or measure it in terms or elements including the following: 1) Clarity of regulations on the procedures work (Standard Operating Procedure); 2) The amount of workload that must be accounted for; 3) The level of risk faced by the task; 4) The duration or number of hours worked in each shift, 5) The number of working days and holidays in one week; 6) Flexibility in the exchange or changing shifts fellow; 7) the availability and feasibility of the workspace; and 8) the availability and feasibility of equipment and working equipment.

c) Work Motivation

Some understanding of motivation, according to experts, can be expressed as Robbins (2003: 204) defines motivation as a readiness or willingness to take reasonable steps, in achieving the goals of the organization, which is influenced by the ability of businesses to meet and satisfy the various needs of individuals. Then Gibson (1996: 185) defines motivation as the driving force someone (employee), which raises and directs behavior. While Mursi (1997) Motivation can be defined as the internal state of the individuals who bear the power, excitement, and dynamics as well as direct behavior on goal.

From these definitions, it appears that the element of spiritual power that comes from inside a person, when they are faced with a job. The encouragement that arise because of the requirement that wants to be achieved or wants meeting through work. Similarly spirit impetus to direct the behavior of a person to be willing and ready to do something, so as to achieve certain goals and individuals can meet their needs.

The concept of motivation is closely related to employee motivation, spiritual-moral and spiritual motivation. Mannan (1992: 43) Work Motivation is an impulse of will affect the behavior of the workforce, to try to improve performance, because of a belief that improved performance has benefits for themselves. Spiritual moral can be defined as the experience of moral values that are based on the purpose of life is to develop all the skills in a coordinated manner and rewarding. Chapra (2001: 143) suggests the spiritual motivation is needed as a moral filter in motivation. The concept of spiritual motivation, soul with that put forward by Max Weber that the western world develops not driven by the motivation of the consumer value, but by the motivation of the creative value is called a work ethic.

In terms of Islamic psychology Adh-Dzakiey (2010: 177) divides the three (3) types of the motivation of human behavior, namely: motivation jismiyyah (physical - biological), Nafsiyah motivation (psychological), and motivation ruhiyyah (spiritual). Spiritual motivation is motivation to worship and seek Allah's pleasure to be the main motivation and meta-motivation for the activities of Muslims, including in the form of mundane activities.

Motivation by Asifudin (2004: 172) that is something which led to the act or "purposeful behavior" man, either from within or from outside of the person, including the belief, environmental stimulation, situations, and circumstances or events fib others who push in doing the act or behavior.

Some motivational theories that explain human behavior reinforced with a strong desire to meet the needs through conducting certain activities. Abraham Maslow's hierarchy of needs theory in Luthans (2006; 280), which assumes that the hierarchical nature of human needs, the needs of the lowest to the highest; then needs are met or satisfied, no longer be driving them to behave. Maslow's needs hierarchy referred to is the need for Physiology, safety, social, esteem, and self-actualization.

In connection with the study of work motivation of the employees who becomes the duty officer at the Correctional Institution in Lombok, researchers

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reviewed a boost in terms of motivation directed behavior: 1). Hope has a permanent job as a source of revenue; 2). In order to earn to make ends meet; 3). To gain attention and sympathy from others; 4). The desire for recognition and respect of others; 5). Can actualize human potential possessed; 6). As a place of devotion.

d) Leadership

By examining the opinion of some experts on leadership, researchers can make references for further analysis. Hafiduddin (2003: 119) describes the term leader (umara) which is often referred to as Ulul Amri. Ulul with authority or official that is the person who gets the mandate to take care of other people's affairs. In other words, the leader is the one who gets the mandate to manage the affairs of the people. Then the leader often called khadimul Ummah (people waitress); that a leader must put themselves in the position as a public servant. A leader must try to think in ways that they lead the organization forward, prosperous subordinates, as well as the community or the environment to enjoy the presence of the organization.

Shihab (2002: 484) Uli al-Amr are the people authorized to take care of the affairs of the Muslims. They are the ones who relied upon in dealing with social issues. Some argue they are the rulers/governments. Some think that they are clerics, and the opinion also stated that they are representing the community in various groups and professions.

Further, Shihab (2002: 485) stated on authority in the care of social problems, not necessarily the body or agency, but they may consist of individual persons, who each have the legitimate authority to rule in their respective fields. Privileges were obtained, both as entities and individuals, can be sourced from the public that will set their affairs; it could be through a legitimate government, which designates a specific group of people or person to handle the affairs.

Tahir Ibn Shihab Assyria in (2002: 485) says that it is also because of the existence in certain people on properties and criteria commendable so that they become role models and references in the art community. Honest scholars and intellectuals are the people who have authority in the field; that for an exemplary and honesty they have been authorized from the public.

Conventionally a lot of sense of leadership expressed by the experts. Yukl (2005: 3) cites the opinion of House et al. (1999), defines leadership is the ability of an individual to influence, motivate, and make others able to contribute for the sake of effectiveness and organizational success. Yukl himself concluded that leadership is a process of influencing others to understand and agree with what needs to be done and how the task was done effectively, as well as the process to facilitate individual and collective efforts to achieve common goals.

In the implications of leadership that leaders are always in touch with other people, who act as subordinates or followers; leaders will use the influence and power of its formal or personal; leaders will into being subordinate or follower behavior change; leader strives to achieve organizational goals and individual goals; and institutionalized its leadership practices (could be formal or non-formal).

Leader stints leadership to be successful, highly dependent on the ability to perform the functions of leadership as outlined in the organization. Nawawi (2001: 141), Rival (2003: 50); and Antonio (2007: 20) has outlined the functions of leadership, which is run by a leader. Social interactions that occur between leaders and subordinates in the organization to form a unity of views on the vision, mission, and goals to be achieved. The process of leadership as a social phenomenon, which takes place in certain social situations, which can change at any time, that leader may attempt to make the social situation that can support the achievement of togetherness.

The third author outlines the operational functions of principal leadership is as follows: 1) Function instructive; be giving orders to subordinates to carry out tasks that have been outlined. 2) The consultative function; the provision of guidance, advice, opinion or to subordinates and receive input from subordinates on ways to carry out tasks and solve problems faced by subordinates. 3) The function of delegation; the form of the distribution of authority, because each leader may not work alone perform basic tasks organization. 4) The function of participation; consists of enabling subordinates, both in participation and decision making in carrying out a duty. 5) The control function; a form of supervision through guidance, coordination, and guidance. 6) Functions Modeling.

Leadership functions can be implemented effectively if run Islami. With full confidence that it can be a political reality if a leader is willing and able to reference the behavioral attitude of the leaders who have been successful in the past. Antonio (2007: 29), that the Prophet Muhammad that have successfully become the leader of his time. He became a reflection of the Islamic leaders of the past, present, and future because of the characteristic traits, attitudes and behavior of its ideals.

More Antonio (2007: 29) outlines the example of the Prophet Muhammad, that he be a role model in implementing the advice and suggestions, as well as in being personally glorious. Sublime morals become one of the factors his success, both as a person, leader of the family, business and society. The Prophet's success is long-term success exceeded even his own age because it is always remembered and imitated of all time. This success is exemplary for everyone, especially those who follow him as a leader.

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To be able to emulate the Prophet, may need to be a confident leader then learn and understand and imitate the character and attitude of the Prophet leadership behavior. SIFAT leadership qualities that He has, which is used as a model for leaders in particular and for the whole human race in general. The attitude and behavior of leaders in exercising leadership in the underlying values of the nature of the leader of Islamic as Siddiq (yes, honestly), trust (trustworthy, responsible), sermons (transparent, communicative), and fathanah (intelligent, clever, knowledgeable). All these properties can be inherent in all attitudes and behaviors run a variety of activities/functions.

Authors examine more deeply about the leadership at the Correctional Institution in Regency/ City on the island of Lombok. As the leader of an institution would perform the functions of leadership, which these functions can be run effectively if the underlying by the properties of the Islamic leader. Islami properties should be reflected in any function that is run by the leader. In this study, researchers examined the leadership with reference to the results of a study Suparman, et al (2013) Indicator: (1) the delivery of the vision, mission, objectives and work program; (2) the distribution or the distribution of work tasks to subordinates; (3) giving orders and directing duties or activities; (4) providing motivation and morale to subordinates; (5) the award or sanctions for the work.

III. Research Methods

Based on the research objectives to be achieved, the researcher uses associative research, with a form of analysis is causality, because researchers want to analyze in-depth the relationship between variables and also the influence of the independent variables with the dependent variable. The research variables are leadership, work conditions, work motivation, and organizational commitment.

The data collection method used is the method of the census. The population in this study were all employees were placed as a guard at five (5) Prisons and Detention spread over five (5) District / City on the island of Lombok. The sum of all members of a population of 118 people. For the purposes of this study were used as the respondents are all members of the population that is the duty officer at the Correctional Institution in Lombok.

To obtain information or data on all indicators of leadership, organizational commitment, motivation and working conditions, the researchers used a list of questions or statements (questioner). Type of data captured through questionnaires shaped scale, namely by adopting a 5-point Likert scale, which scores 1 = disagree, scores 2 = disagree, 3 = somewhat disagree scores, scores, and scores 4 = agree 5 = strongly agree.

Descriptive analysis is intended to provide a general overview of the implementation of the basic functions of leadership that is run leader, who prepared by employees (guard) as respondents. Besides an overview of organizational commitment, motivation and working conditions stated clerks. The value score of each variable according to the variable nature converse. Given that each variable or indicator variable data extracted from many respondents, the value of the average scores will vary, so as to facilitate the discussion and interpretation of the data or value score of each variable that can be grouped and converted into the nature of each study variable.

The quantitative analysis used is a model approach Partial Least Square (PLS); because PLS is a factor indeterminacy powerful analytical methods; assumes no measurement data should be with certain scale and small sample size. can be applied at all scales of the data, does not require a lot of assumption, and the sample size should be large and can not be used as a confirmation of the theory. The purpose of the use of the PLS model in principle is helping researchers to obtain latent variable value for the purpose of predication. While the probe weights (weight estimate) to produce a latent variable score obtained from the specification of the inner and outer models of inner model where the model is a structural model linking the indicators (manifest variables) with the construct (latent variables).

IV. Result

a) Variable Description

1) Description Leadership

Leadership, as defined in this study, is the perception or opinion about the behavior of employees and the leader's ability in performing activities of its leadership role. Based on the data that can be collected, indicating that employees perceived leadership by assessing eight leadership functions of the run, has been declared the "good category"; which means that the heads of the behavior and good ability in exercising leadership. All eight of these activities are: leader has been able to deliver vision, mission, objectives and work program with clear; able to distribute or share the work with justice; giving orders and directives with courtesy; able to motivate employees with good; able to give the credit for employment; and capable of performing to watch and control activities properly.

2) Description of Work Motivation

Work motivation referred to in this study are the opinions of employees, boost the morale of its employees in connection with his role as a guard. To measure these employees' work motivation, researchers used six indicators. Data show that employee motivation "high categorized"; meaning that the employees had a

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high morale boost in connection with its role as an employee of the guard. They are highly motivated because they can be a permanent job as a source of revenue; able to earn money for the family's needs; make attention from the leaders and co-workers; receive recognition from colleagues, family, and society; and want to devote themselves to the country.

3) Description Working Conditions

Working conditions referred to in this research is the employee perception or opinion, about the state of the situation perceived the internal working environment, which can support (or hinder) the implementation of daily tasks. To measure working conditions, researchers used eight indicators. The data gathered shows that the working conditions experienced and felt by employees' well categorized "; meaning that the atmosphere and the internal working environment are good and support the effective work of employees. They state that: a clear working guidelines; volume and workload is felt appropriate; the level of risk faced in quite a risky task; the duration or the number of working hours in each work shift is felt appropriate; weekdays and days off in a week felt quite; work shift flexible perceived peers; availability and feasibility of the workspace; and the perceived feasibility of decent work equipment.

4) Description of Commitment

Organizational commitment referred to in this study are the opinions of employees about its attitudes and behavior with respect to its participation and involvement as an employee (guard). To see the level of commitment of employees, researchers used six indicators. Based on data collected, it shows that the organizational commitment of the employees' high categorized "; meaning that employees have a strong commitment to supporting institutions run various activities to achieve organizational goals. Employee commitment can be seen from the opinion of those who are happy and proud as a member; unfaithfulness against leaders and organizations; willing to accept the task of leadership; they earnestly perform the duties; take responsibility for the work, and wish to remain a member of the organization.

b) Analysis Infrensial

The results of data processing using the Partial Least Square acquired path coefficients and t-statistic on the relationship between the variables studied, as shown in the picture algorithm and tables path Coefficient the output Smart PLS next; that can simultaneously show the structural model testing.

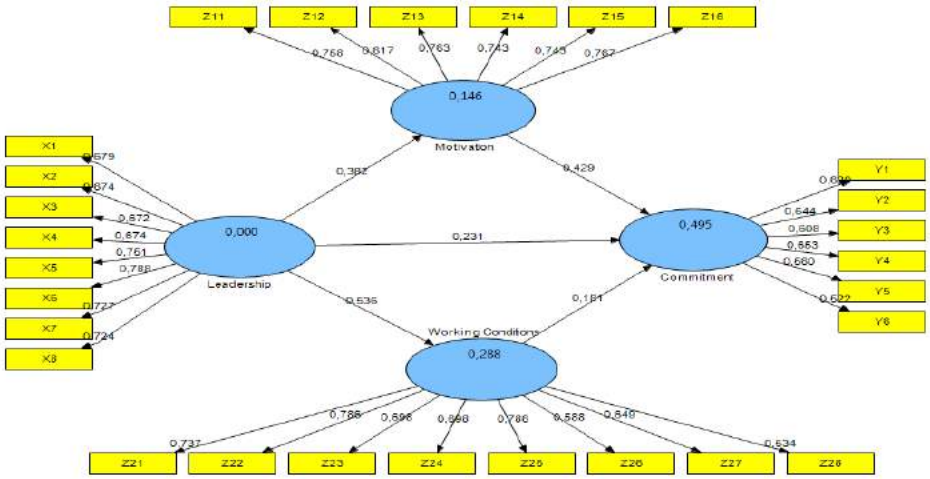


Figure 1: Display Results PLS Algorithm (Coefficient Line)

Table 1: Structural Test Model

Variables	Coefficient	$T_{Statistik}$	P_{Value}	Information
Leadership -> Motivation	0.382	3,856	0,000	Significant
Leadership -> Working Conditions	.536	6.540	0,000	Significant
Leadership -> Commitment	0.231	2,268	0,000	Significant
Working Conditions -> Commitment	.181	1,318	.090	Not significant
Motivation -> Commitment	.429	4.023	0,000	Significant

Sources: Primary data is processed

V. Discussion

1) Effect of leadership on work motivation

Leadership is perceived as employees about the behavior and the ability of leaders to run its leadership role, has been declared the "good category"; which means that the leaders of institutions have good behavior and ability to perform its functions. Then employee motivation as seen from their opinions on morale shows employee motivation "high categorized";

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meaning that employees have the encouragement or worker morale high in relation to its role as an employee of the guard.

Furthermore, the results of analysis Partial Least Square, Figure 1and Table 1 shows the path coefficient value of leadership motivation to work for 0.382; value of 3.856 t statistic and probability value (P-value): 0,000. From these data, it can be stated that the leadership has a positive and significant influence on employee motivation. This means that if the implementation of the functions of leadership is getting better, it can be ascertained that employee motivation will be higher or increasing; and conversely, if the leadership functions are run poorly, then certainly also employee motivation will be low or declining.

Employee motivation is high duty officer appeared on the willingness and desire to devote themselves, they have a permanent job which is used as a source of income, and they are compelled to look for and can earn to meet their family needs. It can happen because of the impact of the implementation of some of the functions that have been declared good leadership. The leader has been able to motivate subordinates, have provided clear guidelines, able to convey their vision and mission and convince subordinates, as well as being able to share the task of a good job.

The research findings are the same and supports the findings of previous studies conducted Naile and Selesho (2014);Mahri (2014), Supaman, et al. (2015); Alghazo and Al-Anazi (2016); Sougui, et al. (2017), which states that there is a direct effect, positive and significant leadership to the work motivation.

2) Effect of Leadership on working conditions

The working conditions are perceived by employees, about the state of the internal working environment situation is experienced and perceived has supported the implementation of daily tasks. This is indicated by their perception that the working conditions of employees "considered good"; meaning that the atmosphere and the internal working environment is good and supports the effectiveness of the work. The situation can be influenced by implementation functions that have good leadership, as has been stated previously, that leadership is also" Zoned either".

From the analysis Partial Least Square (PLS), which appears in Figure 1and Table 1 that the path coefficient value of leadership motivation to work for 0.536; value of 6.539 t statistic and probability value (P-value): 0,000. From these data it can be stated that the leadership has a positive and significant effect on working conditions. This means that if the implementation of the functions of leadership is getting better, it is certain that the better working conditions; and conversely if the leadership functions are implemented poorly, it can be ascertained also that working conditions are getting worse.

The working conditions are categorized either been demonstrated with regulations on working clear guidelines, volume and perceived workload is still appropriate and flexible work shift. The working conditions are supported by the leadership role that has been providing a clear work rules, and have been able to share the task of a good job.

The research findings are the same and supports the findings of previous studies conducted Newton and Maierhofer (2005); Fitri (2011); Makaske (2015); Ali et al. (2015) who found results that there is a significant influence on the leadership of the working conditions.

3) Influence of leadership on organizational commitment

Organizational commitment to the opinions of employees about its attitudes and behavior with respect to its participation and involvement as an employee. From the data gathered, found that organizational commitment of employees "high categorized"; meaning that employees have a strong commitment to supporting institutions run various activities to achieve organizational goals.

Furthermore, based on the data analysis results inferential: Partial Least Square (PLS), which appears in Figure 1and Table 1, that the path coefficient value of leadership to the organization's commitment amounted to 0.231; the value of 2.268 t statistic and probability value (P-value): 0,000. From these data, it can be stated that the leadership has a positive and significant influence on organizational commitment. This means that if the implementation of the functions of leadership is getting better, it is certain that the employee organizational commitment will be higher; and conversely, if the leadership functions are run poorly, it has also become a clear organizational commitment of employees will decrease.

High employee commitment can be seen from the pleasure and pride of their work at the institute, they show loyalty to the leader, the willingness to accept additional tasks of leadership, they sincerely carry out their duties. Of course, all of it could certainly happen because of the support of the role of a leader that drives them. The employee felt the vision, mission, and goals of the organization together and in line with expectations as well as treatment of a leader in the distribution of tasks perceived as fair or discrimination against employees, and the ways leaders giving orders and direction to employees who felt good, gentle and polite.

The research findings are the same, in line with and supports the findings of previous research carried out by: SaBeer, et al. (2011),Bayir, et al. (2015), Mappamiring (2015), Alkahtani (2016),Sahin and Busra(2017), which states that there is a positive and significant effect of leadership on organizational commitment. The researchers focused look at the

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leadership in terms of behavior or transformational and transactional leadership styles. Transformational leadership is more favored subordinates, and it seems the researchers found these styles also have a greater influence and significant commitment. The findings of other researchers as did Raharjo and Durrotun (2006), Pramudito and Yunianto (2009), Zuraida, et al (2013) and Supaman, et al. (2015), which states that there is a positive and significant effect of leadership on organizational commitment of employees or employees. While there are different findings or incongruous as Ghoniyah and Masurip (2011).

4) Working Conditions Influence on Organizational Commitment.

Description of the Working conditions perceived by employees as explained earlier, expressed with "good category". Good working conditions can make or change the attitudes and behavior of employees in a positive direction, as it supports employees to complete a variety of activities. Then the employee organizational commitment demonstrated commitment "zoned high". With a high commitment can be confirmed or not doubt the integrity and loyalty of employees to the leader and the organization.

Furthermore, the results of analysis Partial Least Square (PLS), seen in Figure 1, Figure 2 and Table 14, that apparent path coefficient value of work motivation to organizational commitment amounting to 0.181; the value of 1.318 t statistic and probability value (P-value): 0.090. From these data, it can be stated that the working conditions have a positive effect but not significant to the organization's commitment. This means that although strived to improve working conditions in an optimal organization or institution, can not increase the organizational commitment of the employees. Improvement of working conditions is a necessity management, and are continuous, so that working conditions can be maintained safety, comfort, and support the activities of the organization. Research results are consistent with the findings of Ramadan (2014) which states that the working environment (as a refresentasi of working conditions) is not a significant effect on the commitment of secret societies.

The research results do not support the findings of many previous researchers such as Chinomona and Mofokeng (2014); Chinomona and Mofokeng (2015); andYulanda (2015); stating that kondisi work and significant positive effect on organizational commitment. Then Shalahuddin (2013); Wowor (2016); Shanty and Mayangsari (2017), found the results that the working conditions (as refresentasi of the working environment) have a positive and significant influence on organizational commitment.

5) Work Motivation Influence on Organizational Commitment

The description of employee motivation is high, as seen from the opinion or statement that they have the encouragement or worker morale high in relation to its role as an employee. They are excited by the desire to devote themselves and have a permanent job as a source of income or to earn income to meet the needs. With high motivation will usually be able to form and increase employee commitment to the organization itself. They have high integrity and loyalty, they also felt partly responsible for the work of the organization, they want to defend secret societies and certainly will not want to leave the organization.

Furthermore, the results of analysis Partial Least Square (PLS), seen in Figure 1, and Table 1, that the path coefficient value of work motivation to organizational commitment amounting to 0.429; the value of 4.023 t statistic and probability value (P-value): 0,000. From these data, it can be stated that motivation has a positive and significant impact on the organizational commitment of employees. This means that by increasing the motivation or employee morale, guaranteed to increase the organizational commitment of employees; otherwise if the lower employee motivation, the commitment of employees also will decrease.

Regarding to the research results, in line with and supports the findings of previous researchers of which Huang, et al. (2015) Salleh, et al. (2016), Al-Madi, et al. (2017), which states that motivation positive and significant effect on organizational commitment. While Shanti and Mayangsri (2017), found different results, namely a very small effect on work motivation, positive and no significant effect on employee organizational commitment.

VI. Conclusion

From the results of descriptive analysis on the four main variables studied and have been described in the previous chapter, we can conclude: first, the leadership of the Penitentiary on the island of Lombok perceived servants duty officer with the category of "good"; means that the leader or chairman has the attitude, behavior, and ability to appropriate or adequate to perform the functions of leadership on the scope of the agency. Second, the motivation of the employees working the guard, in the opinion of the employees themselves or in response to "high"; means that the employees had a high morale boost in connection with its role as an employee of the duty officer at the agency. Third, working conditions experienced and felt and perceived by employees of the guard with the category of "good"; means that the working conditions or the situation otherwise good internal working environment and can support the effective work of the employees

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themselves. Fourth, organizational commitment of employees guard by the response of employees to "high"; meaning that employees guard shows and have the attitude and behavior is very good. They are very happy and very proud as an employee of the guard, they are very loyal to the leader and the organization, they are willing to accept the job at any of the boss, and they work in earnest. meaning that employees guard shows and have the attitude and behavior is very good. They are very happy and very proud as an employee of the guard, they are very loyal to the leader and the organization, they are willing to accept the job at any of the boss, and they work in earnest. meaning that employees guard shows and have the attitude and behavior is very good. They are very happy and very proud as an employee of the guard, they are very loyal to the leader and the organization, they are willing to accept the job at any of the boss, and they work in earnest.

By statistical analysis it is concluded: First, the leadership has a positive and significant impact on employee motivation; meaning that if the implementation of the functions of leadership is getting better, it is certain that the employee work motivation will be higher; otherwise if the leadership functions are run poorly, then certainly also work motivation of employees will decrease. Second, the leadership has a positive and significant impact on working conditions; meaning that if the implementation of the functions of leadership is getting better, it is certain that the working conditions in these institutions will be better; otherwise if the leadership functions are implemented poorly on the institution, it is certain also that the working conditions in these institutions increasingly unfavorable.

Third, leadership and significant positive effect on organizational commitment; meaning that if the implementation of the functions of leadership is getting better, it is certain that the employee organizational commitment will be higher; and conversely if the leadership functions are run poorly, it has also become clear organizational commitment of employees will decrease. Fourth, working conditions have a positive effect but not significant to the organization's commitment; meaning that even strived to improve working conditions in the institution, will not be able or not able to increase the organizational commitment of employees. Fifth, motivation has a significant positive effect on organizational commitment; it means that by increasing the motivation or employee morale,

VII. Implication

a) Implication Theory

The results of the study found a positive and significant effect of leadership on organizational commitment. This is very interesting because in line and to support and reinforce the findings of many previous researchers include: SaBeer, et al. (2011), Bayir, et al. (2015), Mappamiring (2015), Alkahtani (2016), Sahin and Busra (2017), Raharjo and Durrotun (2006), Pramudito and Yunianto (2009), Zuraida, et al (2013) and Supaman, et al. (2015). The implementation of leadership through activities run leadership functions or implement behaviors and leadership style is getting better and effective, can have an impact on organizational commitment of employees, expressed or indicated in the attitudes and behavior of employees as subordinates.

The next research findings are leadership and significant positive effect on work motivation; the same and to support and reinforce the findings of many previous researchers include: Naile and Selesho (2014); Mahri (2014), Supaman, et al. (2015); Alghazo and Al-Anazi (2016); Sougui, et al. (2017). Implementation of leadership (both style and behavior) is more effective, can have an impact on employee motivation. Good and effective leadership can encourage everyone to want to join, excited, and eager to work and play.

The findings further research is leadership and significant positive effect on working conditions. This is the same and supports the findings of previous research conducted Newton and Maierhofer (2005); Fitri (2011); Makaske (2015); Ali et al. (2015). Leadership styles and behaviors are applied properly and effectively, certainly have been able to create good working conditions and maintain a working environment.

b) Managerial Implications

The results of the descriptive analysis on employee perceived leadership "good or effective, meaning that leaders have the attitude, behavior and appropriate or adequate ability in performing his leadership. Then work motivation "high", based on the opinion of the employees themselves, meaning they have high morale boost in connection with its role as an employee. Furthermore, the working conditions experienced and felt and perceived by employees is "good"; means working conditions or the situation otherwise good internal working environment and can support the effective work of the employees themselves. Finally, an organizational commitment based on the opinions of employees, that they had committed "high"; meaning that employees show and have the attitude and behavior is very good.

The results also assert leadership significantly influence employee motivation, working conditions and organizational commitment. Leaders as controlling human resources and activities of institutions may consider the opinion of subordinates, to be used as a reference in the subsequent management of the institution. Leaders can improve employee motivation, improving working conditions, and maintain and improve employee commitment. From the research that

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leaders have an important role and means once in institutions.

c) Limitations of Researchers

For researchers who will come are expected to perform more in-depth study on the same subject of study, especially regarding relations with the leadership or influence employee motivation, working conditions and the commitment of the organization. There are limitations in the ability of researchers reviewed the findings of empirical and theoretical perspective, the future researchers can decipher more detailed indicators of each variable of the study. Researchers also considered that a similar study is very important to be done on a broader object, which will be beneficial for the managerial implications.

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The Effect of Trust in Leaders in Creation of Employee Innovation in Organizations

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Abstract- The significance of creating trust in the leaders has shown increased importance in the contemporary organizational setup. The study discusses the effect of Trust on Leaders has in Creation of Employee Innovation in Organizations in the present-day.

Purpose: The study is to determine the relationship Trust on Leaders has in the Creation of Employee Innovation in contemporary organizations

Design/Methodology/approach: The research is conducted perusing the recent Journals and articles published in reliable, high-quality Journals on the captioned subject. Quantitative research Conducted on a deductive approach through a survey questionnaire in the banking industry of Sri Lanka.

Findings: Trust in the leader by the employee is showing a positive relationship to employee innovation in organizations. Therefore, improving the Trust in leaders by the employees would enhance the innovative behaviours of employees in organizations.

Keywords: leadership, innovation, trust.

GJMBR-A Classification: JEL Code: M10, M19



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The Effect of Trust in Leaders in Creation of Employee Innovation in Organizations

Niluka. T. Amarasinghe [α], Dr. Gapar Johar [σ], Dr. Ali Khatibi [ρ] & Dr. S.M. Ferdeous Azam [ω]

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I. Introduction

Over the past two decades, the importance of trust in an organizational setting was seen with much prominence (Kramer, 2006). Within business, the issue of internal mutual reliance occurs at three separate levels: within the company leadership, within the groups that interact with, or are governed by, that leadership; and about individuals who form stakeholder groups (Dovey, 2009). Trust is important in organizations to create affective corporation among team members in an environment of present complexities. Today people working in widely dispersed workstations, working from home, working into varying time schedules are some specific reasons why Trust is of utmost importance in the contemporary workplace (Tyler, 2003). As per Ellonen et al (2008), Trust could be classified into two as Interpersonal organizational trust and Impersonal organizational trust.

Innovation has been defined by West and Farr (1990), as generation and implementation of new ideas that the potentially useful in organizations. Innovation has long been cited as essential for organizational competitiveness and success and defined as the adoption of an idea or behavior – whether pertaining to a device, system, process, policy, program, product, or service – that is new to the adopting organization (Bae et al., 2011). As per Chang et al. (2016), innovation not only comes from creative products and services but from the transformation of the management practices. Today innovation is considered as the source of sustained success in Corporates (Adams et al., 2006). As a result, the factors for creativity and innovation has drawn much attention of the researchers. Leadership is therefore identified as a major factor in creating creativity and innovation in organizations (Scott and Bruce, 1994).

With the global environment becoming more complex, organizations need to be agile and change for competitive advantage and advancement. As per Shostack (1988), Innovation brings in competitive advantage, operating efficiency, and market leadership in organizations. The fact that Innovation helps firms to make radical changes in processes, structures, and cultures ensures competitive advantage, was justified by many literatures (Bartlett, 2009). The types of leadership styles organizations should develop in their respective work settings need to be identified to support them foster a better innovative organizational culture.

II. Literature Review

a) Trust

The subordinate's willingness to trust a leader is based on the distribution of rewards, sanctions, and resources to them as they are tied to career advancement and wages (Werbel and Henriques, 2009). Subordinates need to perceive fair in the distribution of rewards and other resources, if not the trust they have on leader will be lost.

b) Trust in the leader

The willingness of subordinates to be vulnerable to the actions of the leaders are considered as Trust in the leader (Sharkie, 2009). The perception of trust is related to the character of the leader, where attributes like dependability and integrity determine the level of trust placed on the leader by the follower. Employee trust of leaders in organizations has become important than ever before, as the contemporary organizations giving a lesser guarantee on job security and promotions. As per Sharkie (2009), The discretionary effort of employees takes place in a context where a higher level of trust is needed to encourage corporative behavior.

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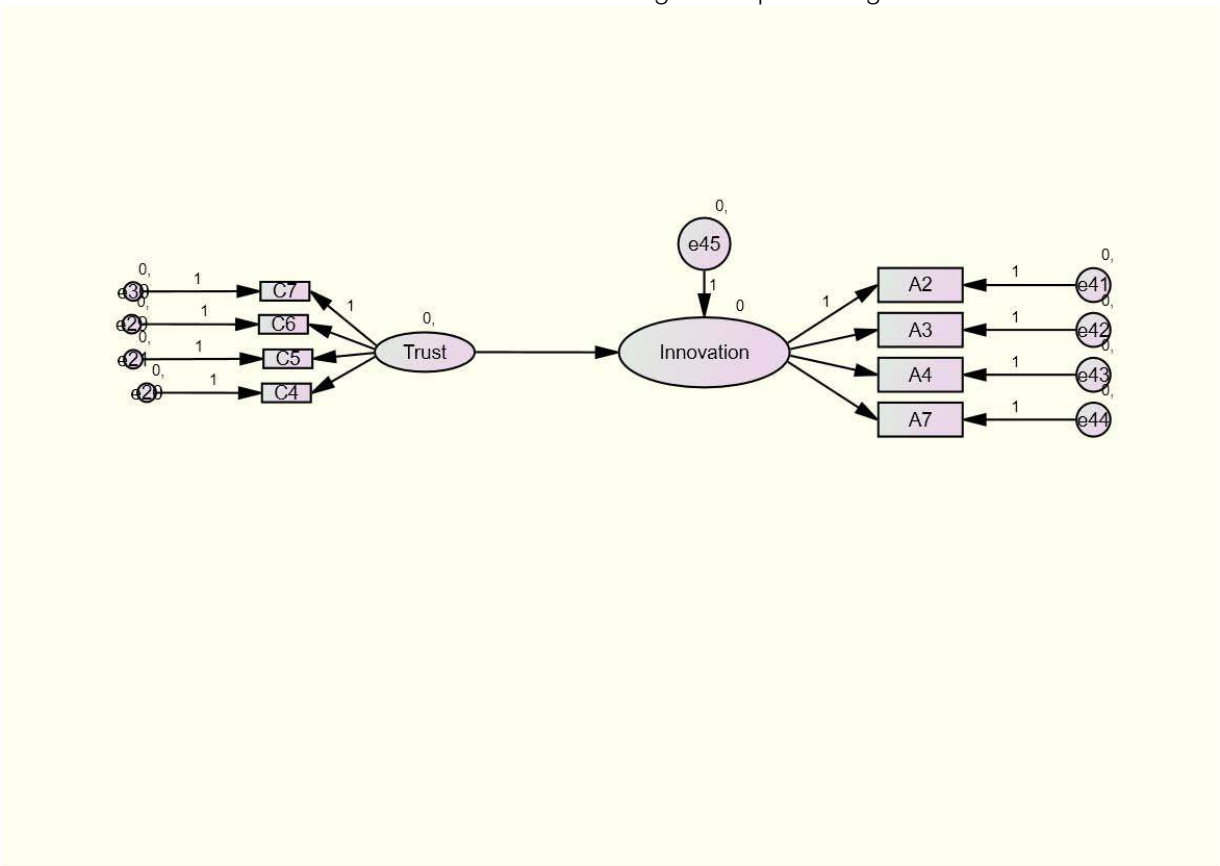
c) *The Effects of "Trust in the Leader by the employees, is mediating the Transformational Leadership and Employee Innovation in Organizations."*

As per Neinaber et al., (2015), The personal interactions and the emotional bonds are essential between the leader and the follower in building trust. The Level of Trust team players place in their leader mediates the relationship between Servant Leadership and individual creative behavior (Jaiswal and Dhar, 2017). The research explores the relationship Servant leadership is having on trust in leader and thriving on Employee creativity. It covers 35 institutions in India of which 26 institutions agreed to participate. Confirmatory Factor Analysis (CFA) was used to measure the factor loadings and Multi-Level Mixed modeling using Hierarchal Linear Modelling (HLM). The results of the study proved that Servant Leadership is positively related to creativity of employees. It also proved that Trust in leader and Thriving played the role of mediating and moderating role respectively.

III. Methodology

a) *Design*

A stratified random sample of the Leaders of Sri Lankan Banking industry (Executive grade and above) and the employees (Below executive grades) which resulted a response of 380 Leaders and followers on a survey to measure the transformational leadership and the Trust. The respondents were requested to provide their responses on a 5-scale survey questionnaire. The model was designed accordingly and the refined model is given as per the Figure 1.



Source: Researcher Developed, 2019

Figure1: The structural Model

b) *Hypothesis development*

The linkage between Trust on Leaders and Employee Innovation in Organizations.

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H: The Trust in leader by the employees, has a positive relationship to Employee- innovation In Banking industry in Sri Lanka.

IV. Discussion

The reliability of the individual items checked to measure the stability and the consistency of the study (Sekaran and Bougie, 2016). The average variance

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extracted (AVE) and Cronbach's Alpha values were measured, and the indicators given in Table 1.

Table 1: Summery of Individual Items Reliability of the constructs

Construct	No. of Items	AVE	Composite Reliability	Cronbach's Alpha
Innovation	4	0.5328	0.9614	0.815
Trust	4	0.5052	0.9634	0.800

Structural equation modeling performed in this study using analysis of moment structures (AMOS) statistical tool, where it explains the relationship among multiple variables formulated by combining a measurement model called Confirmatory Factor Analysis (CFA). The study indicates an almost 0.9652 AVE in the construct of Transformational Leadership whilst the constructs of Trust indicating 0.5052 AVE values which are considered as acceptable. Cronbach alpha for Transformational leadership indicates as 0.816 which is good while Trust indicating 0.800, which are good reliability measures. As per Hair et al. (2010), The reliability alpha would be low when there are less items in a latent variable. Therefore, the given indicators can be accepted as valid.

Model Fit

The Model fit of the entire model was tested using AMOS software and the indicators are given in the Table: 2.

Table 2: Model Fit of the comprehensive Model

GOF TEST	Requirement	GOF Test indicators
df	>0	19
X^2/df	<5	2.233
TLI	>0.9	0.956
IFI	>0.9	0.977
CFI	>0.9	0.977
PCFI	>0.8	0.516
RMSEA	<0.08	0.054
PCLOSE	>0.05	0.345

Out of the eight goodness of fit indicators tested, seven indicators are within the requirement level that shows an acceptable level of the entire model.

Table 3: Structural Model indicators

Path Hypothesis	Standardized path coefficients	S.E	CR	P Value	Hypothesis Testing Results
Trust-INN	0.325	0.067	4.862	0.000	Supported

H: The Trust in the leader by the employees, has a positive relationship to Employee- innovation In Banking industry in Sri Lanka.

As per table 3, the Trust in leader by the employees is showing a positive relationship to Employee Innovation in the banking industry of Sri-Lanka. However, the P value is 0.00 which is significantly lower than the threshold value of 0.05 to establish a significant relationship. Therefore, the hypothesis is treated as strongly supported and the alternative hypothesis is accepted.

V. Conclusion and Managerial Implications

The literature confirms that Trust in the leader by the employees has a positive and significant relationship with Innovation (Neinaber et al., 2015; Jaiswal and Dhar, 2017). The study outcomes comply with the literature where trust is showing a strong significant positive relationship towards Innovation. Therefore, it is evident that there is a strong need to build trust among the employees to improve Innovation in organizations. The Organizations therefore need to implement a leadership culture that would foster trust in employees so hat the employees would in return behave in a way that innovative ideas are created and implemented.

VI. Limitations of the Study

The study was focusing on the banking industry in Sri Lanka. However, the results could be generalized to any Institution or Industry as the results of the study are in compatibility with the past research findings. The

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demographic factors of the respondents were not considered for the study. Focus on some of the demographic factors that would have explained the relationship each is having on the moderating effect on employee innovation.

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Impact of Artificial Intelligence in Enterprises HR Performance in Pakistan: A Comparison Study with Australia

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Abstract- The fourth industrial revolution is currently changing the traditional manual system of operations. The dealing with manual issues or situations has changed into the use of technologies, computers, and machines. The organizations around the world are now more interested in investing in artificial intelligence to achieve bigger goals. Therefore, the present study intends to observe the artificial intelligence in human resources in Pakistan while comparing the performance with Australia. The study uses a questionnaire survey and applies multiple regression techniques for testing the hypotheses. The results indicate that the HR in companies of both countries implement AI. However, Australia is more efficient in successfully implementing AI in its enterprises' HR.

Keywords: technology, artificial intelligence, human resource.

GJMBR-A Classification: JEL Code: M19



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Impact of Artificial Intelligence in Enterprises HR Performance in Pakistan: A Comparison Study with Australia

Wei Huang [α] & Amir Hayat [σ]

Abstract- The fourth industrial revolution is currently changing the traditional manual system of operations. The dealing with manual issues or situations has changed into the use of technologies, computers, and machines. The organizations around the world are now more interested in investing in artificial intelligence to achieve bigger goals. Therefore, the present study intends to observe the artificial intelligence in human resources in Pakistan while comparing the performance with Australia. The study uses a questionnaire survey and applies multiple regression techniques for testing the hypotheses. The results indicate that the HR in companies of both countries implement AI. However, Australia is more efficient in successfully implementing AI in its enterprises' HR.

Keywords: technology, artificial intelligence, human resource.

I. Introduction

Technology is one of the major influential factors in an Industry. The current era is the age of science and technology and is called as the Fourth Industrial Revolution era. The digital technologies like machine language (ML) and artificial intelligence (AI) both are entering into day to day working at the workplace and which will lead transformation in business (Amla & Malhotra, 2017). According to Abrams et al. (2019) in computer science, artificial intelligence is referred as machine intelligence, whereby natural intelligence is less focused now, and machines play the role of intelligence for organizations. Due to increasing pressures in business, artificial intelligence is entering into the overall system of organizations and one of the essential areas is human resource department (Jain, 2017; Yawalker, 2019). The role of artificial intelligence in human resources (HR) helps to support and develop a successful workforce in organization (Abubakar et al., 2019; Buzko et al., 2016) and this motive provides the direction of present study.

a) *Role of Artificial Intelligence in HR*

The HR department in organizations is heading towards the digital revolution and using various methods to simplify the resources by using big data analysis, artificial intelligence, and cloud computing (Amla & Malhotra, 2017). Most of the organization has been using artificial intelligence or digital technologies in HR like a chat bot, machine learning, and robot process automation in human resource management, which support recruitment, screening, on boarding, and interviewing etc. The dynamics of artificial intelligence entrepreneurship are increasing with time. Therefore, the application and contribution of AI in various aspects of Human Resource is seen in Figure. 1, Figure. 2, and Figure. 3.

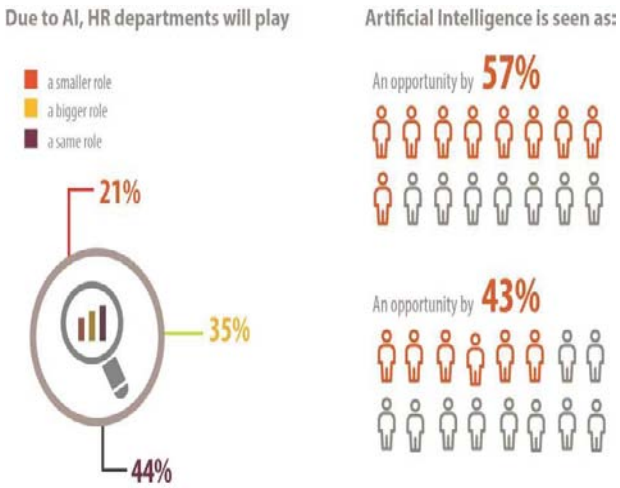


Figure 1: Source; SD Worx, 2010

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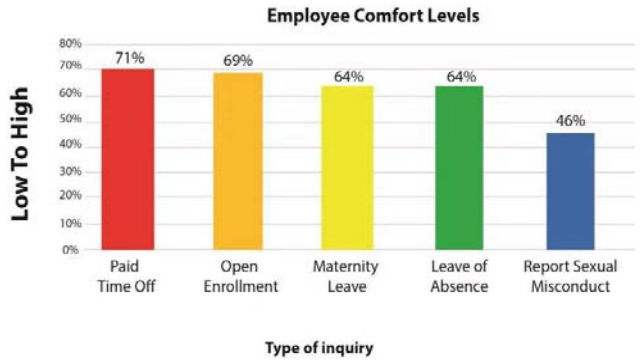


Figure 2: Source; Meister, J. (2017)

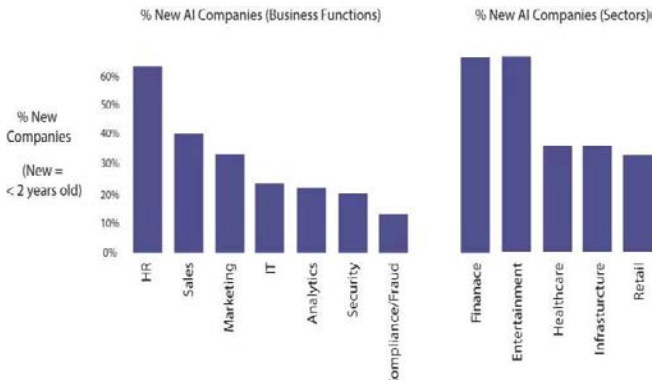


Figure 3: Source; Kelnar, D. (2016)

b) Objectives of study

- To observe the impact of artificial intelligence on the organizational performance of firms in Pakistan.
- To observe the impact of artificial intelligence on employee engagement of firms in Pakistan.
- To observe the impact of artificial intelligence on employee learning and development of firms in Pakistan.
- To observe the impact of artificial intelligence on the organizational performance of firms in Australia.
- To observe the impact of artificial intelligence on employee engagement of firms in Australia.
- To observe the impact of artificial intelligence on employee learning and development of firms in Australia.

II. Literature Review

A heavy strand of literature investigates the role and efficiency of AI in HR management (Buzko et al., 2016; Yu, 2010). Artificial intelligence (AI) is effective in describing machines, systems, and software, efficient in achieving human-like intelligence for problem-solving decisions or individuals' support (De Geofroy & Evans, 2017). Jain (2018) quoted that most of the companies are adopting modern technology in various HR processes like recruitment process, performance appraisal process, cloud-based HR systems. Jarrahi (2018) identifies Artificial intelligence (AI)to be supportive in decision making, dealing with uncertainty, and especially equivocality of decision-making in an organization.

Table 1: Source; Jarrahi, M. H. (2018)

HR concerns	Human Mind	Artificial Intelligence
Uncertainty	Makes swift intuitive decisions in the face unknown.	Provide access to "real time" information.
Complexity	Decide where to pursue, and collect data. Select between options with equal data support.	Collect, accurate, process, and analyze data.
Equivocality	Negotiate, build consensus, and rally support.	Analyze sentiments, and represent diverse interpretations.

According to Ji et al. (2018), when human resource planning and strategy are combined with knowledge and data mining, they generate an effective and corresponding system of intelligent decision support (Hislop et al., 2018; Rajesh, Kandaswamy, & Rakesh, 2018). For both clients and candidates, the AI applications for handling the recruitment process leads to efficiency as well as qualitative achievements.

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(Upadhyay & Khandelwal, 2018). Additionally, the evolution of the HRIS provides a bas is for AI applications. (Reilly, 2019). HRIS is a process for storing, gathering, retrieving, preserving and authenticating data required by an organization about its HRs, personnel activities, and organization unit characteristics. However, if we have a comparison between AIHRM and information system, the information system deals more with data entry and storing, but still lacks inthe intelligence decision assistance function.(Jia et al., 2018).

AI also directs the attention of organizations towards Knowledge management (KM), which is a strong resource for sustainable competitive advantage in organizations (Abubakar et al., 2019; de Geofroy & Evans, 2017). Inutilizing data science techniques for HR tasks Cappelli, Tambe, & Yakubovich (2019)identified4 challenges: 1) complication of HR phenomena, 2) limitations enforced by sets of small data, 3) accountability queries linked with fairness and other legal and ethical limitations, and 4) probable opposing employee responses to management decisions via data based algorithms. Moreover, according to Suen et al. (2019), as compared to traditional SVIs, the use of artificial intelligence (AI)-based decision agents and AVI spermits more effective screening of employment.

a) Hypotheses: s

- H_1: Artificial intelligence significantly increases the organizational performance of firms in Pakistan.
- H_2: Artificial intelligence significantly increases employee engagement of firms in Pakistan.
- H_3: Artificial intelligence significantly increases employee learning and development of firms in Pakistan.
- H_4: Artificial intelligence significantly increases the organizational performance of firms in Australia.
- H_5: Artificial intelligence significantly increases employee engagement of firms in Australia.
- H_6: Artificial intelligence significantly increases employee learning and development of firms in Australia.

III. Methodology

The research intends to investigate the impact of AI on Organizational performance, Employee engagement, and Employee Learning and Development. The study population consists of all non-financial organizations listed in Pakistan Stock Exchange (PSX) and the Australian Securities Exchange (ASX). The sample of the study consists of the number of employees and managers working in the selected companies. The data is collected through questionnaire survey research. The collected data is compiled in Statistical Packages for Social Sciences (SPSS) software. The regression analysis is used to observe the impact of AI on organizational human resources in the firms operating in Pakistan and Australia.

a) Questionnaire Survey

The respondents of the study consist of IT managers, Unit managers, Supervisor of service desk, Digitalization manager, Incident managers, Contract strategists, Customer managers, IT managers, HR managers, IT architects, Communicators as well as multiple Support personnel. The questionnaire consists of total of 40 questions, 10 questions each related to four variables of the study, named Artificial intelligence, Organizational performance, Employee Engagement, and Employee Training and Development. There was a total of 60 respondents selected, but 48 respondents from each country provided the completed survey while remaining missing questionnaires were excluded from data.

b) Regression models

$$\text{Model-I: } PAI_i = \beta_0 + \beta_1 POP_i + \beta_2 PEE_i + \beta_3 PETD_i + \varepsilon_i$$

$$\text{Model-II: } AAI_i = \gamma_0 + \gamma_1 AOP_i + \gamma_2 AEE_i + \gamma_3 AETD_i + \varepsilon_i$$

Where,

β_0 = Constant or risk or beta factor.

$\beta_1, \beta_2, \beta_3$ = Coefficients.

PAI_i = Artificial intelligence of 'i' firm in Pakistan.

POP_i = Organizational performance of 'i' firm in Pakistan.

PEE_i = Employee engagement of 'i' firm in Pakistan.

$PETD_i$ = Employee training and development of 'i' firm in Pakistan.

AAI_i = Artificial intelligence of 'i' firm in Australia.

AOP_i = Organizational performance of 'i' firm in Australia.

AEE_i = Employee engagement of 'i' firm in Australia.

$AETD_i$ = Employee training and development of 'i' firm in Australia.

ε_i = Indicates the error term of firm 'i'.

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IV. Results and Analysis

a) Descriptive analysis

The descriptive statistics in Table 2 indicates that the mean values of the data set are between 38 and 40. It indicates that the data set has quite close values. The minimum value of the data set is 20, while the maximum value is 50 for all variables except artificial intelligence in Pakistan. On the other hand, the standard deviation values also indicate that the data of all variables is not dispersed, and there is no indication of an outlier. Hence, the data is normally distributed, and the responses of respondents were almost the same to every question.

Table 2: Descriptive statistics

Variable	Obs.	Mean	St. Dev.	Min	Max
P-AI	48	40.85	5.93	28	49
P-OP	48	38.93	6.39	29	50
P-EE	48	39.97	6.82	20	50
P-ETD	48	39.89	6.07	28	50
A-AI	48	39.27	6.95	23	50
A-OP	48	39.08	6.48	23	50
A-EE	48	38.66	6.72	27	50
A-ETD	48	40.22	6.14	22	50

b) Correlation analysis

The correlation values in Table 3 indicate that all variables of the study are highly positively correlated to each other, and there is no indication of negative or zero correlation. Additionally, in Pakistan, the artificial intelligence is highly correlated to employee training and development in HR while in Australia; the highest correlation is reported between artificial intelligence and organizational performance. Overall, the correlation indicates that artificial intelligence increases HR performance in firms operating in Pakistan.

Table 3: Correlation statistics

	P-AI	P-OP	P-EE	P-ETD	A-AI	A-OP	A-EE	A-ETD
P-AI	1							
P-OP	0.843	1						
P-EE	0.829	0.731	1					
P-ETD	0.873	0.786	0.897	1				
A-AI	0.832	0.819	0.799	0.863	1			
A-OP	0.833	0.768	0.942	0.914	0.898	1		
A-EE	0.862	0.977	0.735	0.831	0.837	0.777	1	
A-ETD	0.878	0.798	0.946	0.934	0.787	0.895	0.814	1

c) Reliability and validity

To check the validity and reliability of the questionnaire, the value of α is obtained. The value of α equals 8 indicates that the questionnaire is valid and reliable. The value of α (0.834) in Table 4 indicates that the questionnaire used for the present study is valid and reliable, and it can be used in further research.

Table 4: Reliability and validity statistic

Variables	Obs.	α
P-AI	48	0.823
P-OP	48	0.849
P-EE	48	0.837
P-ETD	48	0.82
A-AI	48	0.834
A-OP	48	0.827
A-EE	48	0.847
A-ETD	48	0.839
Test Scale		0.8345

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d) Regression analysis

The regression analysis of the present study is shown in Table 5, covering both Model-I and Model-II. Model-I presents the relationship of artificial intelligence with HR performance in the case of Pakistan, while Model-II presents the results in the case of Australia. The statistics of the table indicate that both models present the fitness of good, indicating that independent variables used in the present study are sufficient to present effective results. Consequently, the R-square value (0.8339) of Model-I indicates that the independent variables of the study explain 83.39 percent of the data, and these variables are sufficient to generate significant results. Similarly, R-square value (0.8770) of Model-I indicates that the independent variables of the study explain 87.70 percent of the data, and these variables are sufficient to generate significant results. The F-test indicates that the multiple regression models in the present study provide a better fit to the data with the selected variables of the study in both models. Hence, the values of the F-test for Model-I (73.61) and Model-II (104.54) are small, indicating a goodness of fit. Also, the P-value (0.000) of the F-test is significant at 0.01 level or 99% of confidence interval, supporting the results of the F-test.

Table 5: Regression analysis

	Dependent variable is AI						
	IV's	Coefficients	Sig.	R-square	F	Prob. F	
	P-OP	0.3703	0.000***	0.8339	73.61	0.000***	
Model-I	P-EE	0.1563	0.206				
	P-ETD	0.3895	0.013***				
	A-OP	0.9288	0.000***	0.8770	104.54	0.000***	
Model-II	A-EE	0.4711	0.000***				
	A-ETD	-0.4065	0.009***				
	Note: *** Significant at 0.01						

e) Test of multi-collinearity

The presence of the multi-co llinearity in data set is checked through the variance inflation factor (VIF). Table 6 presents the values of VIF. The Mean VIF value indicates the presence of no multi-co llinearity in data. However, the individual VIF values of variables indicate that employee training and development in both countries and employee engagement data in Pakistan show slight multi-co llinearity.

Table 6: Multi-co llinearity test

Variables	VIF	1/VIF
P-OP	2.64	0.378
P-EE	5.2	0.192
P-ETD	6.32	0.158
A-OP	5.24	0.19
A-EE	3.07	0.325
A-ETD	6.14	0.162
Mean VIF	4.768	

f) Hypotheses testing

According to the regression results of Table 5, the case of Pakistan in Model-I, P-value (0.000) is significant in the case of organizational performance and employee training and development at 0.01 or 99% confidence interval. However, employee engagement does not indicate any significant value. It indicates that artificial intelligence (AI) in Pakistan only increases organizational performance and effective employee training and development. However, HR in enterprises of Pakistan is unable to engage their employees through artificial intelligence yet. Hence, hypotheses H_1 and H_3 are accepted while H_2 is rejected. On the other hand, in the case of Australia in Model-II, the results indicate that P-value (0.000) is significant for all independent variables; organizational performance, employee engagement and employee training and development. Thus, P-value is significant at 0.01 or 99% level of confidence interval. Henceforth, the hypotheses H_4, H_5 and H_6 are accepted indicating that artificial intelligence (AI) in enterprises in Australia clearly increases their HR performance.

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V. Conclusion

An essential part of management in the modern age is computing because rapid changes in the environment of business demands efficient and quick responses. The present study intends to identify the role of artificial intelligence (AR) in empowering the performance of HR in firms operating in Pakistan. However, the performance of Pakistan is compared with Australia in terms of AI application in HR. The results indicate HR in the firms of both countries applies Artificial Intelligence. However, AI is unable to significantly enable employee engagement in the context of Pakistan. Nevertheless, AI successfully increases the organizational performance, and effective employee training and development practices in Pakistan. On the contrary, the application of AI in Australia is efficient in successfully increasing HR performance. Overall, the results reveal that developed countries are more efficient and effective in implementing and adopting Artificial Intelligence (AI) compared to developed countries. Further research can be conducted in more than one developed and developing nation, particularly in the application of AI in HR. Moreover, future research can focus on other areas of HR, like talent management, organizational productivity, and employee commitment, etc. Additionally, public enterprises, as well as private enterprises, can be compared in terms of AI application in HR. Eventually, the role of artificial intelligence can be assessed in terms of increased or decreased economic growth overall.

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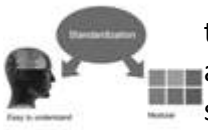
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17. Never copy others' work: Never copy others' work and give it your name because if the evaluator has seen it anywhere, you will be in trouble. Take proper rest and food: No matter how many hours you spend on your research activity, if you are not 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.

The Administration Rules

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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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