

HUMAN RESOURCE MANAGEMENT PRACTICES OF PAKISTANI PUBLIC SECTOR UNIVERSITIES DURING THE PANDEMIC

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ABSTRACT

Purpose – Adopting a qualitative approach, this study inquired into Human Resource Management (HRM) practices in relation to job satisfaction. The aim was to develop a better understanding of how and why organizations prioritize performance at the workplace.

Methodology- Data were collected through interviews carried out with HR directors at four public educational institutes of Pakistan. The findings were triangulated with the help of insights gained through participant observation. Data were subjected to a manual grounded theory analysis, resulting in the development of three categories including empirical themes, theoretical concepts and theoretical dimensions.

Findings- Our analysis highlighted that organizations require organizational commitment in order to achieve exceptional long-term performance. Along these lines, Organizational commitment is critical for the organization's success, and it will ultimately improve the organization's overall performance. Insights from interview data pertaining to HRM practices led to the development of a theoretical model explaining that job satisfaction in the local context is mediated by four variables in particular and in turn satisfaction in the workplace contributes to employees' organizational commitment.

Practical Implications- When designing HR practices, practitioners must identify the factors essential for promoting employees' organizational commitment so that the organization can achieve long-term success. Job satisfaction along with HRM practices are key to understanding organizational commitment and suggest a close nexus between employee and employer in the context of organizational performance.

Keywords: *HRM practices, job satisfaction, organizational performance.*

Paper type: Research Paper

INTRODUCTION

The COVID-19 pandemic has transformed not only how employees work together but also what they expect from their employers. As a result, it has become imperative for organizations to revisit their HRM practices in order to optimize organizational commitment as well as

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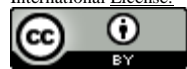
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employee performance. Hence, the construct of human resource management practices (HRMPs) has emerged as a central area of interest for academicians and practitioners during the course of the pandemic. A large number of research studies have focused on investigating the relationship between human resource practices and a wide range of outcomes at the individual and organizational levels. HR practices play a pivotal role in creating an enabling environment and infrastructure because they deal with information, people, performance, customer satisfaction stakeholder effectiveness, and the overall performance of an organization.

As Khurana (2020) observes firms undertake core human resource practices that best fit with organizational goals in order to achieve organizational effectiveness in an increasingly competitive and dynamic environment. Furthermore, the adoption of various human resource management practices in learning institutions can motivate employees to work hard and augment essential skills for attaining desired results. The provision of comprehensive training and development activities for the workforce can enhance employee performance. Rather than comprising a cost, training should be seen as an investment in employees, inarguably the most valuable asset for achieving organizational outcomes. To elaborate, a committed and dedicated workforce is a strategic organizational asset which is impervious to duplication and imitation by competitors.

Research suggests that human resource practices (HRP) are associated with employee well-being and organizational performance. These include motivational aspects of human personality (Elarabi & Johari, 2014), employee competencies (Mullins, 1999), increase in employees' productivity and reduction in turnover by proper recruitment and selection practices (Huselid, 1995) and innovative new recruitment schemes encouraged efficiency and innovation (Price 2007). These have an impact on workers' sustainable employability (Billett et al, 2011; Harten et al, 2016; Semeijn, van Dam, van Vuuren, & van der Heijden, 2015; Veth, Emans, van der Heijden, Korzilius, & De Lange, 2015), employee satisfaction for organizational success and organizational productivity (Stavrou-Costea, 2005, Vikram Jeet, & Sayeeduzzafar 2014). HRPs also impact high-performance human resource practice and superior job performance through authentic leadership (Lopez et al, 2015; Pradhan et al, 2019), job satisfaction of employee and employee retention (Lamba & Choudhary, 2013, Mello, 2007), employee trust and positive feelings towards organization (Memon et al, 2010).

Pradhan et al (2019) point out that up-to-date HR practices benefit employers and provide employees with a constructive environment that enhances morale, job satisfaction, employee motivation and sustainable growth of an organization. Nonetheless, according to Pradhan et al (2019), there is still a gap within the literature on HRM practices that invites researcher attention towards inquiring into a definite set practice that can be applied across organizations. iThus, in line with the gap highlighted by Pradhan et al (2019) the current study is qualitative attempt towards studying the Human Resources Management Practices with a view to elaborating good HRM Practices along with a definite set practice towards the level of job satisfaction.

The present study represents a new trajectory in the literature of Human resource management because it extends insights into what organizations do at the workplace (i.e., HRM Practices) and how employees perceive these HRMPs in terms of their level of job satisfaction.

Therefore, objectives of the current study were two-fold. First, it sought to investigate the changes in emergent human resource management practices (HRMP) owing to COVID-19 pandemic. While an organization's profitability and competitive advantage mainly depends on the people because they are valuable and rare assets of any organization, they in turn can also be affected by the changes of purpose, principles, process, and performance of the

organization. Second, the study was interested in inquiring into how HRM practices align with the dynamic environment for a sustainable future.

In the succeeding discussion we first elaborate on how universities adapt their Human Resources Management Practices in the times of Covid-19 and how top management supports the efforts from an HRM perspective. The discussion also addresses whether the Human Resource executive's proactive behavior has an effect on the activities carried out.

LITERATURE REVIEW

HRM Practices

In the face of the pandemic, business organizations have had to design and implement innovative and best fit HRM practices in order to manage human resources effectively and efficiently. Although HRM practices may vary considerably from organization to organization or country to country, HRMPs continue to play a crucial role in retaining human capital (i.e. talent management system) and the practice-oriented perspective that linked to business strategy is more important for organizations since it explores the real value of HRMPs (Al Kurdi, Elrehail, Alzoubi, Alshurideh, & Al-Adaila, 2022).

Within the Jordanian telecom industry context, Asmhan AlTaher (2017) found that the best fit of human resource management practices influenced employees' satisfaction both separately and in combination with one another. The five best practices identified by researchers include performance appraisal, human resource planning (HRP), supervision, compensation and reward, extensive and broad-based training among the various departments employees (Kisumbe & Mashala, 2020).

Generally, employees tend to be satisfied with all of the best HR Practices. In particular, previous research has found training to yield a positive effect on job satisfaction (Adesola, Oyeniyi, & Adeyemi 2013; Fuzi & Salleh; Hanaysha & Tahir 2016; Intan Fazlin Fuzi, Muhammad Alif Yuzi Fuzi 2019; Uddin et al 2019).

Compensation and Rewards

Salisu et al. (2015) define "compensation [as] the reward workers receive for their service or contribution to the organization". It is implied that employees experience satisfaction when rewarded for their service contribution and for being productive in helping their organization achieve organizational goals. Research on compensation and the level of job satisfaction demonstrates that compensation packages have a positive impact on employees' job satisfaction (Adeoye & Fields, 2014; Amzat et al, 2017; Fuzi & Salleh, 2017; Gupta & Shaw, 2014; Ijigu, 2015; Muguongo et al, 2015; Uddin et al, 2019).

Training and Development

Training and development is one of the best HRM practices through which employers develop employee knowledge, skills, abilities (KSA) for performing current and future responsibilities. Training is an effort by the organization to drive learning among its employees and to equip them for the present job needs (George & Scott, 2012). On the other hand, development is more effort-oriented towards enhancing the knowledge and skills of employees for the position which will be assigned to them in the future. A study by Mieke Rahayu et al (2019) on training and development within the Jambi Provincial Government context showed that it had a positive impact on job satisfaction enabling employees to feel their organizations were investing in them in order to improve their competencies and secure sustainable growth in the market.

Employment security

In under-developed countries, job security which falls into the level of safety needs according to Maslow's theory of needs hierarchy is a top priority, thus playing a significant role in catalyzing employee satisfaction (Tannenbaum, 1992). However, the findings presented by industrial and organizational psychologists suggest that job satisfaction and job security are interconnected concepts which tend to be significantly involved in the creation and prediction of employee mental health and commitment (Moorhead & Griffin, 1989; Thomas et al, 2006).

METHODS

According to Myers & Young (1997), the research design of the study needs to be aligned with the aims of the research, thereby making it necessary to delineate whether a quantitative or qualitative approach should be taken. In view of this, the current study is interpretive in nature (Morgan & Smircich, 1980) as its central concern is to "understand and explain the social world primarily from the purpose of read of the actors directly concerned within the social process", people provide us 'what' they think and 'why' they think so it means what one must want to know that what the hidden ideologies is" (Orlikowski & Baroudi, 2002).

The aim of this research study was not to seek an answer to pre-determined issue as in the case of functionalist research but to investigate and explain discretionary decision making in order to understand how current employees experience it. Thus, we used to employ inductive research design, which was qualitative in nature, involving 'vivid description', 'contextualization', and an appreciation of constructivist (subjective) views' and deploying a grounded theory approach (theories are constructed from people's live) in the research strategy (Glaser, 1978; Glaser & Strauss, 1967; Lee, 1999; Loche, 2001; Strauss & Corbin, 1994). The adoption of a grounded theory approach to analysis was linked to solving problems innovatively an bringing about an imaginative understanding of that problem. Purposive sampling is the most suitable sampling method in qualitative studies (Fossey et al, 2002; Lune & Berg, 2017). Hence, the participants for the study were selected through purposive sampling.

In the present study, four public sector Pakistani universities were selected as sites for data collection. Full-time human resource officials with a minimum of 3 years work experience in various positions were purposively sampled for this study, with a view to ensuring a broad range of perspectives in terms of employment duration, positions and institutional settings. This allowed the researchers to explore the views of HR directors from different perspectives in relation to the HRM system (Lune. H & Berg B. 2017). Once the participants had consented to participate in the study, interviews were conducted on mutually-agreed time and date. These insights were triangulated with the help of observational data. Researcher 1 accompanied the HR directors to employee meetings which allowed the development of insights into observed HR practices and employee responses.

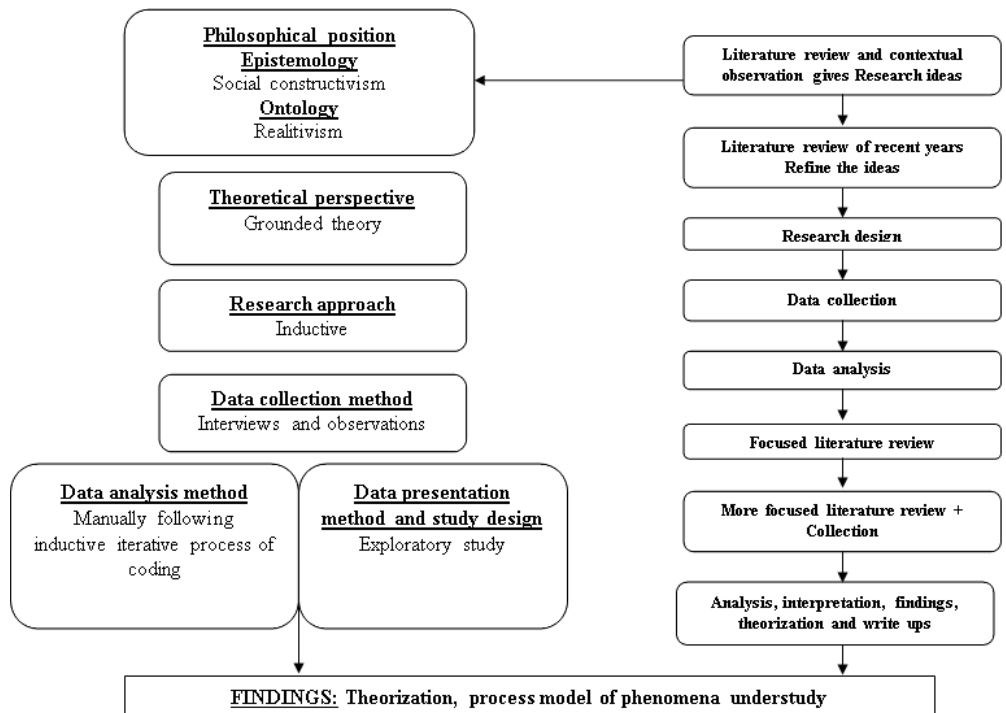


Figure 1: Flow Chart of Research Process

A grounded theory approach to data analysis is an iterative process which involves going back and forth between data and analysis until theoretical saturation is achieved. The transcribed interview data were coded, and content of every sentence or paragraph was mapped with a data structure (given at the appendix) that resulted in the identification of the three categories, namely empirical themes (first order quotes), theoretical concepts and theoretical dimensions. The section below presents analysis of the identified theoretical dimensions. The first dimension comprises the training and learning programs.

Training and learning programs

Training and learning programs represent valued HRM practice in the organization whereby the knowledge, skills, abilities (KSA) of employees for current and future responsibilities are developed. Training serves as an initiative by organizations to drive learning among employees and prepare them for performing the requirements of their present job needs (Grönqvist & Lindqvist 2016; George & Scott, 2012).

Kraiger (2008) notes that training activities play a significant role in retaining talented employees because it provides them with multiple benefits, for example, adaptive expertise, innovation and tacit skills, cross-cultural adjustment, technical skills, self-management skills, and empowerment. Communication, planning and task coordination in teams also comprise indirect benefits for employees and employers. According to the findings of the present study, three emergent concepts in the data analysis comprised Attitude, Motivation and Empowerment which were found to increase the job satisfaction of employees.

Attitude

As the extract below suggests, training is viewed as being very important for the development of the employees, with a positive attitude and receptivity towards training serving as an indicator of commitment to the organization:

Individually and collectively, we give them best and improvement of the employees. Training is important and very beneficial for our university. We give them training and they work very well then well-mannered and good attitudes (Respondent 1)

This finding is in line with earlier research by Bartlett (2001) which suggests that there is a close nexus between trainees' positive attitudes and perceptions towards availability of training and learning and increase in organizational commitment.

Motivation

Training possesses power to motivate the human capital of organization by letting them know how important they are for the organization and their jobs and providing them all the necessary information they need to perform those jobs (Tremblay et al, 2010). Although it has been argued that employees' learning, confidence, motivation and commitment exist at the place where training programs are having effectively performed (Mullins, 2005; Pfeffer, 1994).

Of course, it is important factor of employee and performance is much increase due to trainings of employees. I have mostly seen that trainings play a vital role in the performances of employees (Respondent 1)

Definitely, Training is one of motivational tool, we trained them. It means, training is development of person. It links good results on their job performance (Respondent 2)

Employee Empowerment

Because of its growing importance in organizations and very challenging time for any business, employee empowerment plays important role in maintaining organizations success. Furthermore, employee empowerment is a management philosophy that emphasizes the people how they can think and know how to make decisions in critical situations. It has a good impact on an individual's 'performance', 'job satisfaction' and 'organization commitment' (Kim et al 2012; Kirkman & Rosen 1999; Lee et al, 2017; Spreitzer, 1995)

Every employee has unique quality and if we empowered them. They work very nicely and work well (Respondent 1)

Compensation

During challenging time, a number of factors that can influence Employee satisfaction at work including: work, supervision, promotion, salary, and benefit plan. These organizational characteristics affect an employee's level of satisfaction in many ways (Monga, Verma and Monga 2015). Research on compensation and level of job satisfaction by various research scholars have confirmed that the contribution of compensation packages has a significantly positive with employee' job satisfaction (Adeoye & Fields, 2014; Amzat et al, 2017; Fuzi & Salleh, 2017; Gupta & Shaw, 2014; Ijigu, 2015; Muguongo et al, 2015; Uddin et al, 2019). Along these lines, compensation is most effective and motivating factor that trigger the employee's positive emotion after experiencing rewards or other financial incentives by organization. Four theoretical concepts that have emerged in the data are pay level, pay raise, pay system administration and benefits below shed light on all four theoretical concepts.

Pay Level

Pay level is most basic unit of compensation which is important in retaining talented employees in challenging time like Covid-19. The basic pay or net pay provided on the work that is determined by weekly wages, hourly rates or annual salaries is referred to as the pay level (Sivarajah, Achchuthan & Umanakenan, 2014).

Salaries and compensation being Public Sector University, we follow the BPS (Basic Pay system) (Respondent 1)

Rewards, generally, they are getting through salaries (Respondent 2)

Benefits

In the human resource literature, employee benefit is most studied topic for the researchers. Employee benefits includes total rewards like material benefits (e.g. life insurance, pension, compensation) and intangibles benefits (e.g. social status, valued job design and work/life balance). These have been found to be crucial determinant of pay satisfaction at workplace (Berkowitz et al, 1987).

If they are on job, getting benefits and they are going to retire, they will get pensions and other benefits. Pension is employee's security also (Respondent 1)

This is Public sector University which is not reward or incentives just like ordinary reward. However, during convocation, we reward Gold medal award to best performer employee of the university. They may be teachers, officers, or employees. This is only reward (Respondent 2)

Pay raise

In this unstable environment (i.e. pandemic time) employers considers the role of compensation in retaining 'A' performers who are more valuable, rare and inimitable asset than ever. Heneman and Schwab 1985 defined Pay raise as change in the level of individual Pay.

We are governmental university likely reward of Annual increments etc. which depend on ACR of employees (Respondent 1)

Pay System and Administration

Confronted with the impacts of the COVID-19 pandemic on pay system will continue to vary by industry to industry and region wise —and even by job within companies. The pay system refers to the organization's hierarchical links between pay rates for various jobs (Heneman and Schwab 1985), and The technique for administering the payment system is referred to as administration (Jawahar & Stone, 2011).

All allowances are admissible to the Government. It is fair and transparent system for pay and other incentives as well (Respondent 1)

Relational factors

During pandemic time, human behaviors and habits has profoundly changed, satisfying relationships with colleagues are important to the well-being of individuals and their families. The relational factors comprises of relational exchanges as organizational resources have a significant but distinct influence on how employees support their employer during the crisis

(Jukka et al, 2017; Macneil, 1980) employees who are working in the organization should know each other through the different pattern of exchanges over longevity (Dwyer & Schurr, 1987; Samouel et al, 2015) and its positive outcomes of different pattern of exchanges such as they develop trust among employees (Sivadas & Dwyer, 2000), enhanced cooperation through longevity relationships (Anderson & Narus, 1990; Morgan & Hunt, 1994) and commitment through well-defined communications ways (Anderson & Weitz, 1992; Moorman et al, 1992). Furthermore, the characteristics such as trust, organization structure and collective efficacy comprise relational exchanges.

Trust

During COVID-19 outbreak, organization brings changes at workplace which are technology and remote work, pandemic has catapulted us into the future in many ways so employees need trust and meaningful and supportive relationships in order to deal with uncertainty. Therefore, Trust as “a psychological state comprising of the intention to accept vulnerability based upon positive expectations of the intentions or behaviors of another” (Rousseau et al, 1998). Along these lines, for the healthy and well work environment, trust works as a foundational component.

Feel free to exchange views, or communicate freely with heads (Respondent 1)

We have free communication with their supervisors. Always shared with their supervisors through their supervision or monitoring employees (Respondent 2)

Organizational structure

Organizational structure is as a system of ‘power’, ‘accountability’, and ‘relationships’ between organizational units that define the nature and form of the work that the organization is expected to perform (Al-Emian, 2002). It offers the framework within which personnel move, as well as the means through which the organization's numerous endeavors and activities are unified; defined roles, duties, and capabilities, suitable working environment and decision-making autonomy determined the clear organizational structure (Madi et al, 2018).

Being Public Sector University, we have to follow to all formalities laid by university institutes and Government of Sindh (Respondent 1)

We have all and each and every thing, we have documented, we have own rules (Respondent 2)

Collective efficacy

Collective efficacy a closely related and critical construct has been cultivated by the COVID-19 crisis. Employees, who are working in the Organization, look out for each other and support each other in solving problems, ultimately enhance their lives through combined efforts. Along these lines, Bandura 1995 defined as collective efficacy as a “group’s shared belief in its capability to organize and execute actions required to achieve goals”. Furthermore, collective efficacy plays an effective role in determining emotional, social and psychological well-being (Capone & Petrillo, 2016).

Trained and well-developed employees contribute towards the betterment of organizations. Whatever, the university goals are (Respondent 1)

Job Security

During COVID-19 pandemic, job loss or job transformation have led to higher risk for the worker with jobs those are deemed essential done from home enjoying high job security than others, since the job security is a key component of workers' well-being during crisis time. Job security is psychological concerned as perceived job stability with organization in long future (Kraimer et al, 2005; Loi, Ngo, Zhang, & Lau, 2011; Pearce, 1998).

Career growth opportunities

In the pandemic era, employees may have the opportunity to craft work and careers they truly enjoy greater due to greater flexibility and opportunities. Career growth is the organization provides available avenues for development to the employees depending on their performance (Spector, P. E. 2003). Along these lines, human resource planning play important role in growth opportunity, and growth opportunity considerable influenced on 'job satisfaction' (Chen et al 2017), 'employee commitment' and 'loyalty' (Mapelu & Jumah 2013) and 'turnover intentions' (Nawaz & Pangil 2016).

On the basis of ACR, we make them promotions; allow them leave compensation and job rotation (Respondent 1)

We have Departmental promotion committees. They have meeting & cases. On base of merit, we promote them without advertisements (Respondent 2)

Employee Turnover Intention

During the crisis, organizations main aim is to Develop and retain skilled and motivated employees who are critical to improve customer services. Research of Mobley (1982) considers the turnover intention as one's willingness to leave the company for which he/she employed currently; it leads to high employment and training cost if one who develop intention of leaving the organization (Hariri et al, 2012).

They have very a job satisfaction here. It is clear from ratio of outflow. We do not have any outflow ratio. Hardly any or some points (Respondent 1)

Consistent Salary increases

Organization practices consistent salary increase is a way of showing your employees appreciation and acknowledging their performance. Furthermore, Pay practice, play significant role in retaining Top-performing employees by increasing salary to incentivize them and continue their career path.

They just get annual increase of salaries (Respondent 1)

Organizational Commitment

Today, organizations are restructuring their functions in relation to the worldwide epidemic of Covid-19. From the social behavioral perspective, "organizational commitment" is defined as the relative strength of an employee's identification with and the connection of an employee's involvement with their organization in the workplace (Mowday et al, 1979). Therefore, organizational commitment is critical to link the employees' objectives and wants with the organization's needs and goals to get the most out of people (Devece et al, 2016). "Affective commitment", "continuance commitment" and "normative commitment" are determined by the organizational commitment (Meyer & Allen, 1991).

Affective Commitment

Affective commitment is the most beneficial to the organization of the three types, and it is also linked to positive job conduct (Fernandez-Lores et al, 2016). Affective commitment refers to affective attitudes (emotional attachment) and the connection of an employee's involvement with their organization in the workplace (Huey Yiing & Ahmad, Kamarul, 2009; Liu & Bellibas. 2018).

Yes they are assured to getting Government job and our university is Government University (Respondent 1)

As Public Sector University, therefore, they are feeling proud to get job (Respondent 2)

Continuance Commitment

Continuance commitment refers to commitment based on the costs that the employee linked with leaving the organization so it is considered an instrumental attachment of individuals toward their respective organization (Beck & Wilson, 2000; Huey Yiing & Zaman Bin Ahmad, 2009).

We have certain mechanisms for promotions and career development. Being university, we also allow our employees to getting higher education in their career development and on basis on performance or sonority. We alleviate their positions to next higher grades. It means, we have good mechanisms of career building or career making of employees (Respondent 1)

Normative Commitment

The normative commitment component refers to an employee's feeling of obligation to remain in the organization in other sense, about give-and-take obligation between the employees and the organization (Huey Ying & Zaman Bin Ahmad, 2009).

Every employees work for organization productivity (Respondent 1)

They have primary job. They are actually hired for doing something (Respondent 2)

Organizational performance

In the global crises i.e. pandemic, it is critical for businesses to perform better than their competitors in any aspect. Every organization has a primary goal that create such a well organized environment where all employees are self motivated to accomplish their goals and where they are allowed to coordinate their efforts to achieve better levels of organizational performance (George & Jones, 2012). In this sense, organizations that linked human resources practices with organization' goal will gain overall organizational performance and efficiency; Giauque et al, 2013 defined organizational performance as the individual perception of organizational efficiency by employees. Our findings show that leadership, teamwork and environment of the organization make up the characteristics of the organization performance.

Leadership

When the economy's in terrible shape, organizations is lucky to have good leadership, Leadership is the process of influencing the behavior of employees to get their job done efficiently (Burns, 1978; Nahavandi, 2002). Along these lines, the main source of power for a leader is the transform the abilities of employees to improve their level of performance.

Aspirations always come from immediate supervisor or superior because employee is work with that supervisor (Respondent 1)

Teamwork

The critical time of COVID-19 brings changes not only in our lives, but also in the world of management whether private or public sector companies. Along these lines, it is obvious that changing nature of work recognized in the COVID-19. Teamwork as “team members' interdependent acts that convert inputs to outcomes through ‘cognitive’, ‘verbal’ and ‘behavioral’ activities directed toward organizing task work to achieve collective goals” (Harris & Harris, 1996; Marks et al, 2001). The various scholars found that teamwork is positively affected and significant antecedent for the organizational performance (Collins & Smith, 2006; Kioko, 2018).

University is an organization; it is very interacting process (Respondent 1)

Environment of the Organization

If they are to survive in the market, companies need to be more inclined to adjust their organizational environment in the current volatile market to those changes (i.e. daily challenges for companies) (Rune, 2005; Campanella et al, 2017).

It is suitable HR working relations and working atmosphere. As far as I said, it is very pleasant environment (Respondent 1)

We have fine and conducive environment here in our university (Respondent 2)

Based on the analysis of the data and the emergent themes, the following data-driven model of factors influencing job satisfaction and the relationship of these to organizational commitment is presented in Fig.2 below:

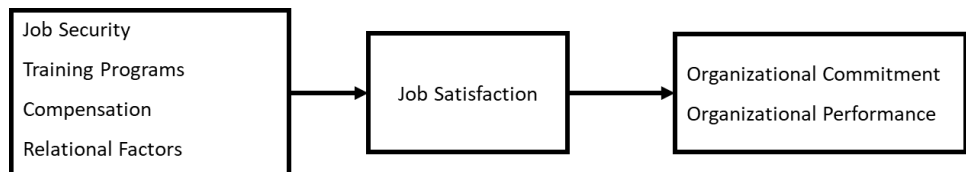


Figure 2: Theorizing model

As Fig.2 shows training and learning programs, compensation, job security and relational factors exercise a strong influence on job satisfaction and organizational commitment.

DISCUSSION

The significance of job satisfaction for HRM practices in organizations has been evident in the workplace for decades. Recent research has emphasized this further, with Abdurraqeb Alabarah (2019) highlighting that job satisfaction relates to employees being content with the work, their retention and prevents them from switching to another competitive organization in effect employer will loss his human capital. With respect to this definition, job satisfaction is basically the sense of mental, physical, technical, financial, and human security which impact of our employee’s behavior and their development at the workplace. Furthermore, our job satisfaction can be measured by HRM practices where different dimensions such as job security, compensation, relational factors and training programs and learning found our data is consistent with these arguments where respondents were given in the scheduled interviews.

An organization is effective in facing all issues when job security is a key expectation, compensation is used to motivate employees, training is systematically designed and employees know each other over a long period of time. These represent key HRM practices (Arthur, Bennett, Edens, & Bell, 2003; Ghazanfar et al 2012; Keith & Frese, 2008; Burke & Day, 1986; Mondy & Noe, 2005; Morris & Robie 2001; Powell & Yalcin, 2010; Eduardo Salas et al, 2007; Salas et al, 2008; Taylor, Russ-Eft, & Chan, 2005).

Managerial Implications

Given the beneficial effects of HRM practices particularly human capital able to deal with dynamism of the environment; internal environment must be created so as to deal effectively with these phenomena. HR practitioners must find the factors for promoting organizational commitment of employees when designing HR practices so that the organization can achieve a level of success. Job satisfaction followed by HRM practices has most of the times its roots in understanding organizational commitment will maximize the organization performance between employee and employer. Therefore, in order to enhance these understandings entirely, HR practitioners must prove counseling and coaching to employees through the various personnel and management programs. Moreover, behavior management program must provide to the employees by HR practitioners in order to understand which work behaviors are desired at the workplace and which organization goals need to be achieved.

Theoretical contribution

This study highlighted the mechanism through which organizational commitment contained affective commitment, continuance commitment, and normative commitment. Organization performance reflected by leadership and supportive environment work as factors highlighting employee job satisfaction and forms the consequent employee appraisals of HRM practices. It also adds in the theory of social exchange theory by providing clear insights of how HRM practices can help employees increasing their organizational commitment and worker attitudes to stay with the organization.

Methodological contribution

Many studies have been conducted to study HRM practices from different angles, but this study is the first qualitative exploration in line with the research trajectory outlined by Pradhan et al (2019), studying the HRM practices that elaborates the response of employees towards the organization's performance.

LIMITATIONS AND FUTURE AVENUES

We recognize boundary conditions of our HRM model that merit attention in future research. First, this is a novel study which found organizational commitment to develop as a result of continuance commitment, normative commitment, and affective commitment. These variables tend to enhance the organization's performance effect which impacts employee's perceptions with respect to the climate of HRM practices and positive work attitude (i.e., satisfaction). In order to confirm these findings, further research in this context is required. Second, this study focused on HRM practices in public universities. Therefore, future research is needed to provide insights on this issue, with studies being designed to enable a comparison of private and public universities with the effect of assessment.

CONCLUSION

In conclusion, this study found that employees' perceptions of human resource management practices supported the existence of a trickle-down model. Job satisfaction towards

organizational performance was followed by organizational commitment. This study identified new factors emergent in interview data which are very much new to this relationship such as the role of job satisfaction in increasing organizational commitment.

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