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THE MEDIATING EFFECT OF WORKING ENGAGEMENT ON TRANSPARENCY AND COMMITMENT OF HUMAN RESOURCE MANAGEMENT PRACTICES AND JOB PERFORMANCE

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BASSAM MOHSIN MOZAEL

SULTAN IDRIS EDUCATION UNIVERSITY

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"In the name of Allah, the Most Gracious and the Most Merciful"

Alhamdulillah, first and foremost, praise be Allah, the Cherisher and Sustainer of the World and to the Prophet Muhammad (Peace and Blessings of Allah Be Upon Him) who was sent by Allah to be a great teacher to the mankind.

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ABSTRACT

The main purpose of this study was to investigate the relationship between the transparency and commitment of Human Resource Management (HRM) practices and job performance. The study also aimed to examine the mediating role of working engagement in the relationship between the transparency and commitment of HRM practices and performance, in the context of the Iraqi banks industry. This quantitative study utilized the explanatory research design. Using random sampling techniques and proportionate sampling, a set of questionnaires was used to collect the required data from employees in three banks in Iraq. There are 400 respondents from employees in three Iraqi banks namely, Rafedeen Bank, Baghdad Bank, and Kurdistan Bank involved in this study. Data analysis was conducted using AMOS as embedded in Structure Equation Model (SEM) to test three main research hypotheses pertaining to the causal relationship among the variables. The result showed that transparency of HR practices and commitment to HR practices has a significant effect on working engagement (β=0.41, $p<0.01$), (β =0.39, $p<0.01$) respectively. The result also showed that working engagement has a significant effect on the accuracy of working tasks (β =0.26, p<0.0 I) and the quality of working tasks (β =0.33, $p<0.01$). The finding of this study also revealed that working engagement mediates the effect of transparency and commitment of HRM practices on job performance including accuracy and quality of work tasks. Thus, all the hypotheses of this study were supported. The findings provide insights to decision-makers in the banking industry to improve the transparency and commitment of HRM practices and the working environment that can promote the engagement of employees in their work to improve their job performance.

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ABSTRAK

Tujuan utama kajian ini adalah untuk mengkaji hubungan di antara ketelusan dan komitmen Pengurusan Sumber Manusia (PSM) dengan prestasi kerja. Kajian ini juga bertujuan untuk menentukan peranan pengantara penglibatan kerja dalam hubungan di antara ketelusan dan komitmen PSM dan prestasi kerja, dalam konteks industri perbankan di Iraq. Kajian kuantitatif ini mengguna pakai reka bentuk kajian penerokaan. Menggunakan teknik persampelan rawak dan persampelan berkadar, satu set soal selidik digunakan untuk mengumpul data yang diperlukan daripada kakitangan bank di Iraq. Seramai 400 orang responden dalam kalangan pekerja di tiga buah bank di Iraq, iaitu Bank Rafedeen, Bank Baghdad dan Bank Kurdistan yang terlibat dalam kajian ini. Pemodelan Persamaan Struktur (SEM) dijalankan dengan menggunakan perisian AMOS bagi menguji tiga hipotesis utama berkaitan hubungan di antara semua pemboleh ubah kajian. Dapatan kajian menunjukkan bahawa ketelusan PSM dan komitmen PSM mempunyai pengaruh signifikan terhadap penglibatan kerja dengan nilai (β=0.41, $p<0.01$) dan (β=0.39, $p<0.01$). Dapatan kajian juga menunjukkan bahawa penglibatan kerja mempunyai pengaruh signifikan terhadap ketepatan tugas (β=0.26, $p<0.01$) dan kualiti tugas (β=0.33, $p<0.01$). Hasil analisis kajian ini juga menunjukkan penglibatan kerja memainkan peranan sebagai pengantara yang mempunyai pengaruh terhadap hubungan di antara ketelusan dan komitmen PSM dan prestasi kerja yang merangkumi ketepatan dan kualiti tugas. Oleh itu, semua hipotesis dalam kajian ini adalah disokong. Hasil kajian ini dapat dijadikan maklumat kepada pembuat keputusan dalam sektor perbankan untuk menambah baik ketelusan dan komitmen PSM dan mewujudkan persekitaran kerja yang menggalakkan penglibatan pekerja bagi meningkatkan prestasi kerja mereka..

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CHAPTER 1

INTRODUCTION

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1.0 Introduction

This chapter presents the research background to clarify the main concepts, variables, and importance of this study. This chapter presents the main research directions of this study. The chapter consists of eight sections starting by the first section which outlines the content of this chapter and followed by the background of the study as well as the problem statement. The research objective as well as the research questions. The significance of the study as well as the scope are highlighted followed by the structure of the thesis and the definitions of operational and conceptual terms.

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1.1 Background of the Study

1.1.1 Job Performance

Job performance is one of the most important indicators for the overall performance of organizations. Having high job performance of employees indicates that the overall performance of the organization is high and vice versa. Rewards systems and incentives can be linked with the performance so that assessment systems become an incentive instrument that benefits both the employee and the organization. Nowadays, the issues that related to job performance of the organizations are important researching topic (Song et al., 2018; Masa'deh et al., 2017). The job performance can be defined as the effective achieving of organizations goals through conduct the job tasks (Ismail et al., 2019; Katzenbach & Smith, 2015). Thus, the job performance can be seen as the perofrmance level of working taks that accomplised by the employees (individual or group), and the total job performance can be measured based on the overall accomplished working tasks (Frieder et al., 2018; Masa'deh et al., 2017).

The globlization era in the world lead to external and internal changes in business environment (Kerdpitak & Jermsittiparsert, 2020). These changes increase the challenges that face the organizations to stay in competition with other organizations in same industry (Kerdpitak & Jermsittiparsert, 2020; Saad & Abbas, 2018; Dunning, 2014). The competitive advantages of the organization should be enhanced continually to assure the success of businesses (Nasifoglu et al., 2020; Liao

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et al., 2015). This requires the improvement of job performance whatever the occurred changes in business environment.

The improvement of job performance is very depending on how the employees accomplish their tasks (Al-husseini, 2020; Yuen et al., 2018; Davenport, 2015). For effective job performance, the employees should provide high level of engagement with the organizational plans and goals and accomplish their working tasks in best ways (Ramawickrama et al., 2019). In this context, Cheng et al. (2007) categorized the job performance as the following four main dimensions that include task, behaviour, management, and self/personality.

1.1.2 Working Engagement

Based on the above dimensions of the job performance, the concept of working engagement should be explained. The working engagement is the level of employees' commitment to accomplish the working tasks effectively based on the organization strategies, plans, and objectives (Setiyani et al., 2019; Gerards et al., 2018; Wahlberg et al., 2017; Albrecht et al., 2015). Thus, the behaviors of employees must be motivated by the leaderships to enhance the employees' honesty and cooperation. Here, the leadership should have good and trust relationship with the employees. This relationship requires the leadership integrity, which is the truth of leaders' words and actions toward the employees (Miranda et al., 2020; Engelbrecht et al., 2017). Once, the employees' behaviors are motivated they will encourage to do their best to

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accomplish quality and accurate working tasks based on their experiences and knowledge.

In order for an employee's motivation to be successful, they must be engaged in their job (Miranda et al., 2020; Setiyani et al., 2019; Gerards et al., 2018; Wahlberg et al., 2017; Lu et al., 2016). "A pleasant or good emotional state arising from the evaluation of one's job or workplace experiences" is the most often used definition of employee working engagement. "an employee's good attitude toward the firm, coworkers, and lastly, the job" are two additional major definitions of employee satisfaction (Chughati & Perveen, 2013). (Sypniewska, 2014). Having a pleasant experience at work is a sign of working engagement when the institution fulfills expectations (Green, 2000).

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Dissatisfaction is described as an employee's attitude toward their employment if they experience negative and unpleasant sentiments at work" (Miranda et al., 2020; Setiyani et al., 2019; Antwi et al., 2016). How much the workers like or despise their job and how well their expectations for work are met are examples of working engagement in this context (Song et al., 2018; Fast et al., 2014). Working engagement, according to Wright and Kim (2004), is a relationship between employees and their work environment and between what they desire from their employment, what they perceive, and what they get. As a result, the amount of employee commitment varies depending on the circumstances of the person."

The psychological, cognitive, and behavioral components of an employee's well-being are all intertwined when it comes to work engagement (Ismail et al., 2019;

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Saari and Judge, 2004). A working engagement may be characterized as a person's emotions about their employment, their ideas and beliefs about their job, and their behaviors with regards to their workplace (Miranda et al., 2020; Judge, et al., 2017).

Connecting between the employees' working engagement with job performance, the management or leadership should have effective communication and interpersonal relationship with the employees in order to understand the needs of the employees. This research focuses on the extrinsic needs of the employees. The overall job performance of the organization could be improved as a result of enhance the working performance of the employees or groups. To enhance the employees' working tasks, the employees' working engagement must be enhanced.

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1.1.3 HRM Practices

The foundation of organizational success is based on developing a healthy interaction between human resources and the organization's strategic goals (Abbas, 2020; Cascio, 2018). This method stresses the significance of the organization's most important asset: its people (Ekemam et al., 2020; Albrechtet al., 2015). Thus, an organization's success or failure may be determined by the incentive aspect of its human parts (Kiprotich et al., 2018). Organizational performance may be boosted by using appropriate human resources strategies, which impact employee engagement in achieving their expectations and support high levels of job productivity (Adawiyah et

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al., 2020; Miranda et al., 2020; Blom et al.,2018; Ahmedabad, 2005). "Extrinsic perks may be used to stimulate people in the workplace.

The organization's HRM procedures classify the extrinsic advantages (Yin, 2018; Nieves & Quintana, 2018). One of the most fundamental tenets of HRM is the use of human resources (HRM). An important part of human resource management (HRM) is assessing and planning work, identifying human resource requirements and recruiting prospective personnel. HRM also includes hiring people, onboarding them, training them their roles and preparing them for the future. (Obeidat et al., 2020; Beijer et al., 2019; Guest, 2017). A number of studies have broken down the HRP into two broad categories: training and compensation (Obeidat et al., 2020; Doz, 2020; Beijer et al., 2019; McClean & Collins, 2019; Chang & Chin, 2018; Tzabbar et al., 2017; Subramaniam et al., 2016; Nasurdin et al., 2015; Caligiuri, 2014).

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Training is seen as an extrinsic advantage for workers since the organization provides them with free opportunities to improve their skill sets via various training programs (Chang & Chin, 2018; Tzabbar et al., 2017). Training and development is a planned educational component and an amazing way for sharing the organization culture, which advances from one job skill to grasp the workplace ability, growing leadership, inventive thinking, and problem-solving abilities. " (Meister, 1998). A organization's culture may be better understood by its workers if the conditions for a technical training program are met, according to Jehanzeb and Bashir(2013). Employee productivity will increase if employers give them with training tailored to their specific work duties. The ideal training and development program for employees must include education, career advancement, and goal-setting in order to be effective

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(Jehanzeb & Bashir, 2013). These methods will make the program more beneficial to the organization's workers and stakeholders. Today, most companies have a variety of training and development programs in place for their personnel."

The pay is a major factor in employee satisfaction since it is central to the working relationship and affects both workers and employers in the same way (Obeidat et al., 2020; Subramaniam et al., 2016; Nasurdin et al., 2015). Direct and indirect pay make up the bulk of total remuneration (Ellmer & Reichel, 2018). Pre- and post-fixed remuneration for an employee's normal performance might be termed as "direct compensation." Post-and-conditional incentives that are offered to workers who perform better or more innovatively are known as indirect pay. There are a number of compensations, including salary, bonuses, severance pay, retirement benefits, insurance, and social security (Alam, 2015).

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Two HRM practice processes should be controlled to ensure employee commitment to the organization's goals. First and foremost, HRM rules must be open to workers and explained by upper-level management. Human resources management (HRM) techniques must be made clear to workers, as well as their duties in receiving them (Wiewiora & Kowalkiewicz, 2019; Miao et al., 2018; Weiss et al., 2018; Gill et al., 2018; Xu et al., 2017; Ehnert et al., 2016; Kaptein, 2011; Palanski & Yammarino, 2011; Kernis & Goldman, 2006). Second, leaders and employees must be able to clearly and easily understand and apply human resource practices, and the leaders must be committed to doing so. Thus, the transparency and commitment of human resource practices can be defined as the clearness and understandability of human

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resource practices by leaders and employees and the commitment of applying these practices by the leaders

Human resource management techniques' openness and dedication fall under the broad rubric of leadership authenticity, which is concerned with the truthfulness of putting promises into reality in a genuine working environment (Gill et al., 2018). As a result of HRM methods that lack openness and dedication, the confidence between management and workers may be eroded. As a result, employee motivation and productivity will suffer, as will their job results. This means that when HRM rules are well defined and the leadership is honest in implementing these policies, workers will feel pleasant emotions and be pleased" (Viitala et al., 2017). When workers are fully invested in their work, they are more likely to provide high-quality results, which benefits the organization as a whole.

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1.1.4 HRM and Working Engagement in Banks

The banking industry is one of the most booming industries in countries (De Grauwe, 2018). Banking sector of any country plays very important role and help to increase the economy growth of any country. Basically, bank is an institution which has deal with cash and instrument related cash (Ahmad et al., 2015). Banks are always giving facilitation like lending, distribution, and consumption of wealth (Ahmad et al., 2015). Studies such as Zaitouni et al. (2011) focused on the HRM practices effect on the working motivation of the employees in banking sector in Kuwait. The findings showed that the extrinsic HRM practices like

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rewards and allowances have greater effect on employees' motivation more than other HRM practices like competence development and information sharing.

De-motivated employees early quit from current organization as compared to motivated employees due to weak and unclear implementations of HRM practices in the banks (Shafiq & Naseem, 2011). HRM practices plays important role in the employees' working engagement in the banks in developing countries due to low levels of salary and other economic benefits in these countries (Majumder & Hossain, 2012). In line with this finding, prior studies in Iraq show that the employees in the study area are not satisfied due to two main reasons; (1) the HRM policies are not clear for the employees, and (2) the HRM practices like compensations and training does not satisfy the extrinsic needs of the employees (Zardasht et al., 2020).

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Bowra et al. (2012) in Pakistan found that there positive and significance relationship between the HRM practices in the bank and the improvement of employees' behaviors toward enhance the performance level of their working tasks. For effective management of HRM practices, the compensations such as rewards and promotions should be provided according to performance level of the tasks that accomplished by the employees. This requires effective evaluation of the tasks performance that accomplished by the employees. The performance evaluation involves many performance dimensions such as tasks quality and accuracy. Bowra et al. (2012) explained that the employees should understand the HRM policies to motivate them to enhance their working performance in order to receive the possible HRM practices.

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Furthermore, Ahmad et al. (2015) explained that the retention of the employees in the banks would be improved through various HRM practices such as free training, salary, bonuses, leave benefits, and insurance. One of the min retention elements is the employees' working engagement, which can be enhanced through motivate the employees using various economic benefits. The leader commitment and honesty of provide the compensation according to clear policy is important to improve the positive emotions of the employees. Approximately, the same explanations were presented by Mahmood et al. (2014) in Pakistani banks.

Adank et al. (2016) examined the relationship between the employee's motivation and employee's satisfaction (working engagement) in the context of job performance in the banking sector. The significant results showed that the economic benefits are important to enhance the employees' satisfaction. Hence, the employees will expend more effort to enhance their working performance. Based on the above explanations, there are various studies show the clear relationships between the effective HRM practices, working engagement, and the job performance. However, there are many research limitations in many points such as the dimensions of HRM practices management (like the transparency and commitment, the dimensions of employee's satisfaction (like working engagement), and the relationship between the transparency and commitment of HRM practices and job performance through the mediating effect of working engagement.

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1.1.5 Selected Variables in This study

This research focuses on three main variables that include transparency and commitment of HRM practices which are the practices such as salaries, rewards, allowances, and bonuses should be managed and clarified through transparent policies for all employees. On the other hand, the leadership must responsible and honest in apply the HRP policies in the working environment. The second variable is working engagement which can be addressed through apply effective HRP practices to satisfy the employees' needs of extrinsic benefits. The dependent variable is job performance: the employees' satisfaction is necessary to motivate the employees to accomplish their working tasks effectively which enhance the overall job performance of the organization. Hence, this research considers the transparency and commitment of HRM practice as independent variable, the employees' working engagement as mediating variables, and the job performance as dependent variable. Figure 1.2 illustrates the standpoint of the research variables

The selection of these variables is supported by many theories such as economic exchange theory, authentic leadership theory and total quality theory. The social exchange and total quality theories explain that the existence need of employees like HRM practices (compensations and free training) are required to be provided by organizations in order to strength the employees working engagement and consequently achieve the needed growth in the organizations such as job performance. The growth of job performance in the organization includes many important elements such as services quality and working productivity.

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These elements are very depending on many dimensions of job performance such as the accuracy and quality of conducted working tasks by the employees based on their knowledge and experiences. On the other hand, the prior theory and authentic leadership explain that the effective policies of HRM practices characterized by two important dimensions; (1) HRM practices policy should transparent and clear for all employees in the organization, and (2) the leaders must be honest in applying the HRM practices in the working environment. The next section discusses the problem statement of this research.

1.2 Problem Statement

In the current business environment, firms must maintain long-term competitive advantages to remain relevant in their environment (Masa'deh et al., 2017; Liao et al., 2015; Dunning, 2014). In order to optimize value, firms need to look at their resources. One of the most important valuable resources of the organization is the human resources. For human resources to be successful and efficient, they must have a sense of purpose (Zameer et al., 2014). In this regard, employee motivation is critical to a organization's long-term growth and profitability. Employee motivation has a significant impact on the success or failure of a organization (Abera, 2016; Daft, 2006).

The level of commitment of employees to their job is a critical problem for any organization's human resources (GonzálezGancedo et al., 2019; Setiyani et al., 2019; Gerards et al., 2018; Wahlberg et al., 2017; Kumar et al., 2015) As a result of

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this, leaders should promote their employees' engagement in the work environment so that they may perform at their best (González-Gancedo et al., 2019; Setiyani et al., 2019). Employees who lack a sense of belonging in the workplace were unable to give their duties their full attention (Miranda et al., 2020). There are some ideals and expectations that workers bring with them when they join a business, according to Snelgar et al (2017). Those whose values and expectations are met work hard to accomplish organizational objectives and are expected to stay in the organization for a long length of time if those expectations are met. Instead of increasing employee engagement, if there are significant disconnects between what they want from their jobs and what they receive, this could lead to decreased productivity, high staff turnover, or attempts by employees to find other ways to meet their expectations (Miranda et al., 2020; González-Gancedo et al., 2019; Setiyani et al., 2019; Weerasinghe, 2017).

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The lack of engagement at work might have a negative impact on one's ability to succeed at their job (Ismail et al., 2019; Song et al., 2018). To a large extent, a organization's success is determined by the quality of the work that its workers do as a whole (Katzenbach & Smith, 2015). When employees put forth the effort to do their jobs in the most efficient manner possible, their job performance improves (accuracy and quality). Due to a lack of motivation from the personnel, the job's performance may suffer as a result (Ismail et al., 2019; Song et al., 2018). Employers need to know what drives their workers and how to enhance their level of productivity in order to optimize their organization's overall success (Lazaroiu, 2015). Employees who are motivated by virtue of their character, such as honesty, are more likely to achieve high levels of performance in their work (Leroy et al., 2015).

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Employees in the banking industry may be categorized into two categories based on where they work (Ahmad et al., 2015). Personnel allocated to banks' key core areas and in charge of the sector's direct operational operations are referred to as core personnel. Credit operations, local banking operations, and foreign banking operations comprise the bulk of these divisions. Workers in support functions such as planning and business development, human resources management, accounting and finance, legal service, and so on make up the other half of a bank's workforce. They are often in charge of supporting these functions. Because the characteristics of the work performed and the sector's expectations of both groups vary, it does not seem to be reasonable to evaluate the levels of motivation of both groups on the same basis (Jehanzeb et al., 2012).

Employees, on the other hand, can only be successful in their positions if they can improve the working environment by collaborating with their coworkers who have a variety of responsibilities within the same organization and providing support for the numerous tasks that are completed (Albrecht et al., 2015). Workers in the banks must have a high degree of workplace engagement, and the bank's executives must encourage such engagement (Aquilani et al., 2017). The economic advantages of HRM policies like salary and free training are major motivators for workers' working engagement. Chang and Chin, 2018; Tzabbar et al., 2017; Subramaniam et al., 2016). As long as the firm meets the workers' extrinsic demands, they may be enticed to produce a greater degree of productivity.

According to Bowra et al. (2012), a number of human resource issues exist in developing countries, including a lack of useful performance values, a lack of ability

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to fire people, a lack of incentives for excellent performance, and employment measures that do not attract the attention of properly skilled people. Promotion guidelines based more on seniority than on actual performance, deliberate promotion, and a lack of compensation for hard work were also highlighted. These issues may be resolved if the economic advantages of HRM practices were properly managed. Another significant issue is the negative leadership behavior toward HRM practices, which can be summarized in two points (Wiewiora & Kowalkiewicz, 2019; Miao et al., 2018; Weiss et al., 2018; Gill et al., 2018; Xu et al., 2017; Viitala et al., 2017); the ambiguity of HRM practices policies (i.e., the HRM practices). The leadership must build trust and honesty with the workers in order to improve the employees' HRM practices policies and therefore their job performance. It is possible that a lack of clear and open policies about the economic advantages of HRM practices might reduce the degree of trust between leadership and workers. When HRM rules are not implemented honestly as genuine activities in the workplace, confidence in them might be eroded.

This study examines the performance of Iraqi employees in banking sector. The sector has weak and comparatively traditional services, and this is mainly due to issues of working engagement and transparency as well as commitment of HRM practices (Makttoofa, Khalidb, & Abdullahc, 2020; Deckenbach, 2019). Employees are less engaged due to several factors such as the high nepotism in the country and the lack of transparency in term of rewards, promotion, training, and compensation (Alalie, Harada & Noor, 2018). The contribution of the sector to the economy is small comparing with other sector such as oil and petroleum sector. HRM practices affecting the performance of employees as well as the banks by encountering bad loan

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due to weak selection and transparency as well as commitment of employees (Sameer, 2021).

The contribution of Iraqi public banks to the economy is in decreasing trend with an increase of non-performing loan by 4% in average between 2010 to 2019. In addition, the contribution of public banks are less than private banks to the economy and employment. The human development index in Iraq is 0.674 which is lower than regional and global average and placed the country in the rank of 123rd out of 192 (Hamzh & Salman, 2021; Dhannoon, 2021). Therefore, these issue of low ranking as well as the low contribution is linked to HRM practices such as transparency and commitment as well as the working engagement of employees which affect their job performance and ultimately the performance of the banks (Mahdi et al., 2021).

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Based on the above problems, this research aims to investigate the relationships between the transparency and commitment of HRM practices and the employees' working engagement, and the impact of this relationship on the job performance of the banks. The following section presents the required research questions to address the research problems.

1.3 Research Objectives

The general objective of this study is to examine the effect of transparency and commitment of HRM practices and employees' working engagement in Iraqi banks. It also aims to examine the effect of employees working engagement on job

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performance. In addition, the objectives focus on the mediating role of the employees' working engagement. Based on the research questions, the following objectives need to be achieved:

1. To investigate the relationship between transparency and commitment of HRM practices and employees' working engagement in Iraqi banks.
2. To investigate the relationship between employees' working engagement and job performance in Iraqi banks.
3. To examine the mediation effect of employees' working engagement on the relationship between transparency and commitment of HRM practices and job performance in Iraqi banks.

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1.4 Research Questions

According to the problem statement, this research must investigate the role of transparency and commitment of HR practices in improve the employees' working engagement in the banking sector, and the impact of this role on enhance the job performance of the banks. Based on the problem statement, the following research questions are required:

1. What is the relationship between transparency and commitment of HRM practices and employees' working engagement in Iraqi banks?
2. What is the relationship between employees' working engagement and job performance in Iraqi banks?

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3. Is there mediation effect of employees' working engagement on the relationship between transparency and commitment of HRM practices and job performance in Iraqi banks?

1.5 Research Scope

The main research scope is the banks environment due to the importance of banking sector in the world. The banks represent the major financial hub in any country due to importance of banks assets and services for the growth of country economy (Beck & Levine, 2004). There is wide number of banks services such as provide loans for customers, money transferring, operate the customers and government capitals, help the government and organizations to distribute the employees' salaries, and involve the stock exchange in the country (Ahmad et al., 2015).

The case study of this research focuses is the banking sector in Iraq, which considered as one of the most important sectors of the economy of Iraq. The Iraqi banks play important role in the economic growing of Iraq due to the large capitalization in the Iraq stock exchange, which makes it a key pillar and a main driver of the Iraqi economy (Venables, 2016). According to 2017 annual report of Iraqi central bank (www.cbi.iq, 2017), the banking sector in Iraq is consists of 70 banks, and the total branches number of these banks is 814. The 70 Iraqi banks are classified as five categories: governmental banks (7 banks), private commercial banks (24 banks), private Islamic banks (20 banks), international commercial banks (16 banks), and international Islamic banks (3 banks).

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This research focuses on investigate the relationship between the transparency and commitment of HRM practices and job performance in Iraqi banks through the mediating effect of the employees' working engagement. Without effective management of HRM practices in the banks, it is difficult to enhance the working engagement, which effect on the job performance of the employees. The HRM practices policy could be managed through three main activities; (1) manage effective economic benefits of HRM practices according to employees' performance, (2) assure high level of HRM practices transparency based on clear and structured policies, and (3) assure the leadership commitment and honesty in applying the transparent HRM practices policies. This study focuses on three banks in Iraq. This is due to the time, cost, and availability, as well as the cooperation of the banks. The study collects the data from employees working in these banks.

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Basically, there are two main approaches of this research that used to collect the necessary data of this research. Firstly, the literature review was conducted to identify the various aspect and dimensions that related to HRM practices management, employees' satisfaction (working engagement), and job performance in the banks. As well as literature review will be helpful to identify the research gaps, theoretical model, and research hypotheses. Based on the literature review the proposed conceptual model and research hypotheses will be developed. Thus, the second research data collection approach (quantitative data collection using questionnaire survey with workers in Iraqi banks) could be conducted to test the research hypotheses. Further information about research data collection approaches will be presented in Chapter 3.

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1.6 Research Significance

The job performance is very important in any organization like the banks because no organization can survive and success without provide high performance level of services and product. The importance of the study came from the importance of the impact of HRM practices management on job performance through working engagement in the banks. The human resource in the banks represents the main key of the job performance. The job performance is based on the quality and accuracy of the working tasks that conducted by the employees using their experiences and knowledge. Thus, it is necessary to motivate the employees to do their best when accomplishing their working tasks. This requires high level of employees' satisfaction and working engagement. The economic benefits of HRM practices such as rewards, allowances, and free training are playing important role in enhance the employees' working engagement and the motivation to improve the job performance. Thus, the economic benefits of HRM practices should be managed effectively through transparent policies, and these policies must be executed honestly by the leadership.

This study clarifies the most important economic benefits of the HRM practices that could be managed and applied by the leaderships in the banks. In addition, the study clarifies the importance of formulate transparent and clear HRM practices policies for the employees in the banks. More focus is given to the importance of the leadership honesty in applying the transparent HRM practices policies. The study provides decision makers with the importance of effective HRM practices management in enhances the working engagement in the banks. The importance of enhancing the working engagement to improve the job performance of

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the banks. Lastly, the study presents a model that includes meaningful information to clarify the relationship between the transparency and commitment of HRM practices, employees' working engagement, and job performance of the banks.

1.7 Definition of Operational Terms

The following definitions are given in this study to enhance the clarity of the terms that are used in the study.

Job Performance

Job performance is defined as a worker's effective execution of tasks or job and useful contribution to the social work environment (Abramis, 1994). In this study, it refers to the ability of employees in the Iraqi banks to achieve their job effectively whitin specific timeframe and resources.

Working Engagement

Harter et al. (2002) define working engagement as "the individual's involvement and satisfaction with as well as enthusiasm for work". In this study, it is defined as involvement of employees in the banks to achieve their work in high quality.

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HRM Practices

HRM practices is defined as the pattern of planned human resource deployment and activities that help organisations attract, evaluate, motivate, and develop people with the appropriate behaviours and competencies to meet current and future needs (Huselid, 1995). In this study, it is transparency and commitment to implement professional practices in selection, recruitment, promotion, evaluation and training and development of employees in Iraqi banks.

1.8 Thesis Structure

The structure of this thesis includes five chapters which are as follows:

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Chapter 1: Introduction

This chapter consists of several sections, and it discusses the background of the study as well as the issues and the problem statement of this study. In addition, the chapter discusses and highlights the research questions and objectives, scope and significance of the study as well as the structure of this research.

Chapter 2: Literature Review

This chapter reviews the past literatures begins with the underpinning theories and the existing models and framework that are related to the variables of this study. Independent variables which is the transparency and commitment of HRM practices are discussed, followed by the mediation variable which is the employees' satisfaction (working engagement), and last presented is the dependent variables which is the job

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performance. Additionally, the research gaps and conceptual model are presented to summarize the research's idea.

Chapter 3: Research Methodology

In chapter three, the development of the research framework as well as the research design and the methodology is discussed through the scope of population and sample, and all issues related to the questionnaire that used to conduct the study, beside the data analysis techniques that will be used.

Chapter 4: Data Analysis and Findings:

This chapter presents the analysis, findings and result of hypotheses testing. The chapter provides the results of filtering the data and screening the data for missing value, outliers, normality, and multicollinearity as well as the non-response bias. Further, the chapter discusses the confirmatory factor analysis along with the assessment of the measurement model and the structural model which includes the hypotheses testing of this study.

Chapter 5: Discussion and Conclusion

The findings of the study are discussed in the fifth chapter. Some implications are suggested, and conclusion draws from the study. Specifically, the study discusses the findings of this study and compare it with the findings of previous studies. In addition, the chapter also provides the implication from theoretical and practical perspective as well as the direction of future work and the limitation of this study. Last section summarizes the findings of this study.

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CHAPTER 2

LITERATURE REVIEW

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2.0 Introduction

This chapter aims to support the standpoint of this research through clarify the related works and variables in order to formulate the research conceptual model. The first section in this chapter presents some theories that support the research standpoint. The second section overviews the human resource practices management, which include the benefits of HRM practices and the transparency and commitment of human resource. The third section discusses the variable of employees' satisfaction as the umbrella of working engagement dimension. The fourth section clarifies the relationship between the transparency and commitment of HRM practices and employees' working engagement. The fifth section discusses the job performance variable. Therefore, the sixth section clarifies the relationship between employees' working engagement and job

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performance variable. As a result of previous sections, the 7th section clarifies the mediating effects of employees' working engagement on the relationships between transparency and commitment of HRM practices and job performance. Thus, the gap of this research as well as the conceptual model can be explained in the 8thsection. Lastly, the 9thsection summarizes the overall directions of this chapter.

2.1 Underpinning Theories

This section presents some theories that support the importance of research variables and the relationships between these variables. Thus, the standpoint of this research could be confirmed. The section disucsses the TQM concept and theory as well as the economic exchange theory, and the Harvard model.

2.1.1 TQM

The theory of Total Quality Management (TQM) describes the effective dimensions of job performance in the organizations (Abbas, 2020). TQM explains that the management human resources (employees) is necessary to improve the total jobs performance such as quality of services, accuracy of services, less materials waste, and less services time (Ekemam & Njoku , 2020; Scheer & Nuttgens, 2000). According to Dale (2015), one of the main dimensions of human resources management is the working engagement (i.e., high morale in working environment).

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In the other words, the employees who have high level of working engagement would conduct their jobs better than the employees of low commitment toward their organization. Hence, TQM suggests the positive relationship between the working engagement and the job performance of the organization (Figure 2.2). Other researchers explain that according to TQM, the main enabler in business operational is the employees' management (Adawiyah et al., 2020; Kiprotich et al., 2018; Al-Ettayyem&Zu'bi, 2015; Samson & Terziovski, 1999; Anderson et al., 1994). The intangible resources (employees) are responsible of perform the services using best knowledge and skills, which improve in the operational resources in the organization and consequently improve the total performance of the services such as quality, productivity, and accuracy.

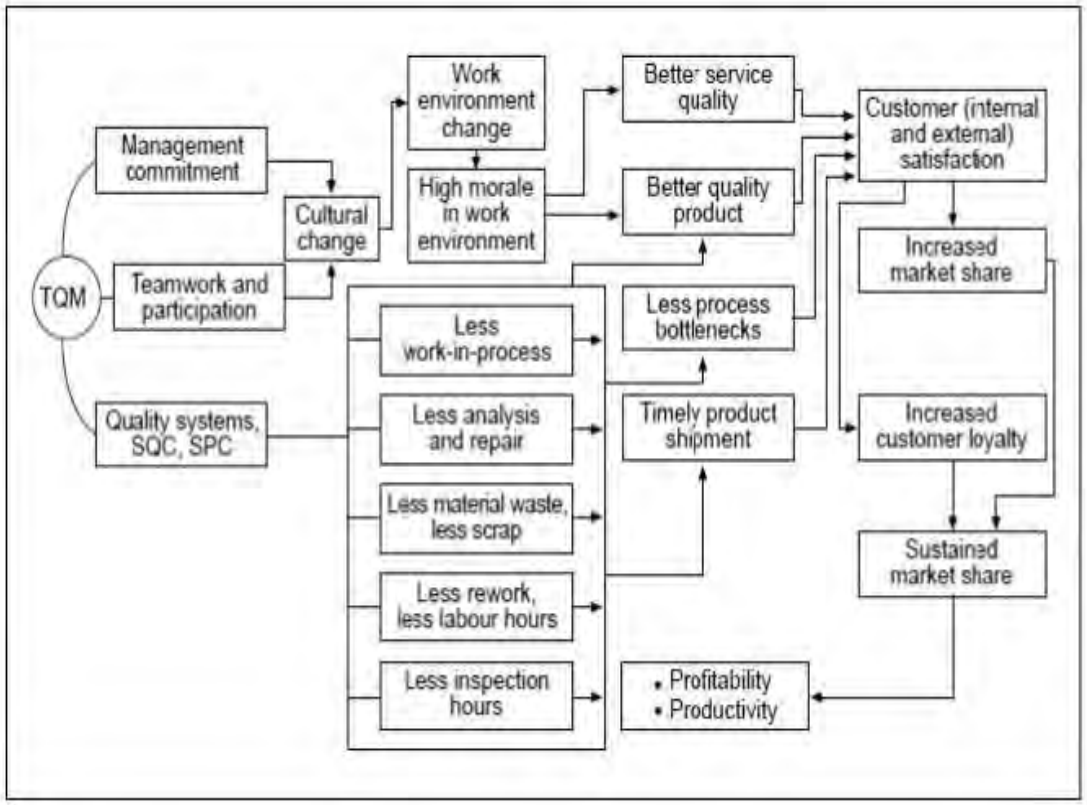


Figure 2.1. Dimensions of TQM (Dale, 2015)

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The TQM is focuses on explaining the role of having working engagement to support the performance of employees and in particular the quality of output. This theory is deployed in this study to explain the effect of working engagement with job performance of employees in the Iraqi banks.

2.1.2 HRM Theory and Harvard Model

Another important theory that was presented by DiMaggio and Powell (1983) is the Human Resource Management (HRM) theory for the purpose of effective management of human resource in the organization. The human resource is one of the most important resources in the organization that need to be managed and developed in order to enhance the working activities that accomplished by the employees (Keegan et al., 2019; Björkman et al., 2007). The employees should be motivated to accomplish their accurate and quality working tasks, which requires high level of working engagement (Hewett et al., 2018). The HRM practices are a basic fundamental of HRM theory (Chams & García-Blandón, 2019; Lepak et al., 2006). HRM practices are the bundles system in the organizations such as compensations, rewards training, and the staffing selections that promote the employees to do their best in accomplish the working tasks (Jahan, 2015).

According to Tangthong et al. (2014), there several models were developed based on HRM theory. However, the clearest model is Harvard model which developed by Beer et al. (1984). Harvard model (Figure 2.3) shows that

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the employees' performance is affected directly by the HRP which includes the compensations (i.e. rewards) and training. Practices such as rewards, and trainings should be distributed ideally according to workers promotions.

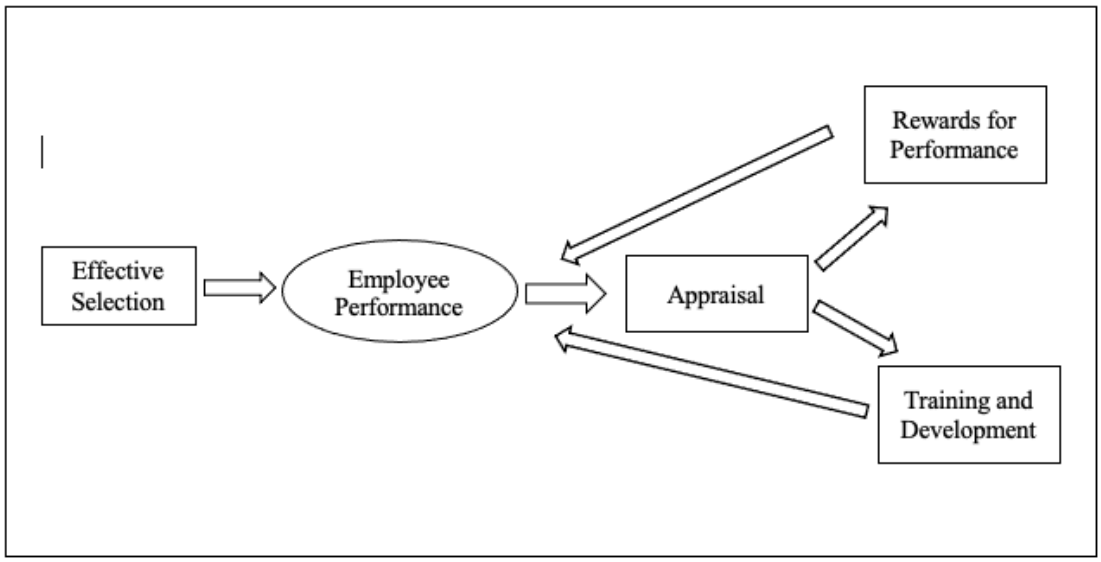


Figure 2.2. The Harvard Model (Farnham, 2010)

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Based on HRM, Manzoor et al., (2019), Lepak et al. (2006), and Cabello-Medinaa et al (2011) explained that the transparency of HRM practices are important to strength the loyalty and satisfaction of employees toward their jobs, which could improve the jobs performance (i.e. services accuracy and quality) in the origination (Sobaih et al., 2019; Hee et al., 2019). Thus, this study is deploying the HRM practices theory to explain the effect of HRM transparency and commitment on the job performance of employees in Iraqi banks.

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2.1.3 Economic Exchange Theory

The satisfaction of employees (e.g., working engagement) inside the organization is important to motivate the employees' behaviors of accomplish the working tasks effectively (Igalens & Roussel, 1999). This vision is supported by theories such as the economic exchange theory explained that the working engagement of employees could be motivated through provide economic benefits (such as rewards, promotions, and free training) to employees according to their working performance (Yin, 2018; Albasu & Nyameh, 2017; De Lange, 1980; Constant, et al., 1994). Hence, the expected rewards imply that, if employees believe they will receive extrinsic benefits such as monetary rewards, promotion, or educational opportunity from their working efforts, they will develop a more positive attitude toward working activities (Fan et al., 2019; Yalabik et al., 2017). Figure 2.4 illustrates the economy exchange theory.

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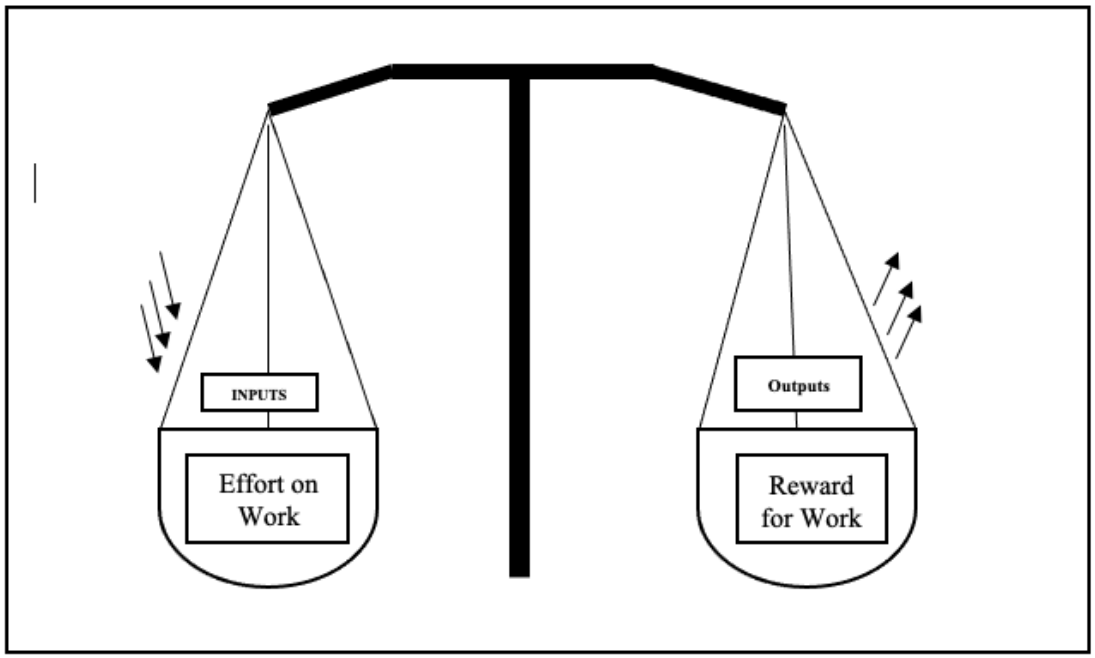


Figure 2.3. Economy Exchange Theory (whatishumanresource.com/adams-equity-theory, 2018).

This theory aims to enhance the employees' behaviors using the economic benefits such as rewards and promotions (Huang & Knight, 2017; Barrick et al., 2015). The employees could expend more efforts to enhance their working activities when the leadership provides ideal extrinsic benefits according to employees' performance. This theory supports the importance of employees' motivation to enhance their behaviors of perform the working tasks effectively (Fan et al., 2019; Yin, 2018; Albasu & Nyameh, 2017). Therefore, the theory is deloyed to explain the role of reward and benefits that employees gain from their banks to enhance their performance.

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2.1.4 Authentic Leadership

Theories such as prior and authentic leadership clarifies that the HRM practices policies should be applied effectively in the working environment (Gill et al., 2018; Xu et al., 2017; Sanders & Frenkel, 2011; Nishii & Wright, 2007; Bowen & Ostroff, 2004). The weakness in applying the HRM practices in the working environment could decrease the working engagement level of the employees, which decrease the total job performance in the organization (Wiewiora & Kowalkiewicz, 2019; Miao et al., 2018).

The prior and authentic leadership focus on the transparency and commitment of applying the HRM practice policy in the working environment. According to prior theory (Wiewiora & Kowalkiewicz, 2019; Miao et al., 2018; Gill et al., 2018; Bowen & Ostroff, 2004), the employees should know what the HRP that could be gained according to their working efforts. This requires transparent HRM practices policies to clarify the details of practices such as compensations and training in the organization (Weiss et al., 2018; Miao et al., 2018). For example, the rewards distributions based on working efforts should be transparent and clear in advance for all employees. Thus, the employees motivated to enhance their working activities in order to get the expected benefits.

On the other hand, authentic leadership theory argued that the leaders in organization should honest and commitment in apply the HRM practices according to the defined policies (Wiewiora & Kowalkiewicz, 2019; Miao et al.,

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2018; Weiss et al., 2018; Gill et al., 2018; Sanders & Frenkel, 2011; Nishii & Wright, 2007). The theory of authentic leadership is deployed to explain the link between HRM transparency and commitment with the working engagement. The transparency and commitment of HRM practices is important to strength the working engagement, trust, and loyalty. The employees will be provided more working engagement if the commitment level is high, and their working engagement level will be decreased if the commitment level of HRM practices is low.

2.1.5 Summary of Theories

As a conclusion of all above theories, the HRM practices like compensations and training play important role in strength the working engagement inside the working environment. The HRM practices policies should transparent and clear for all employees in the organizations. Also, the leaders should be honest and committed in applying the defined policy of HRM practices. The effective applying of HRM practices policy is important to enhance the working engagement level of the employees through enhances the employees' attitudes to provide much effort to accomplish the working activities effectively. The accomplishment of working activities in better ways could improve the jobs performance of organizations.

Based on this conclusion, this research focuses on three important variables which are transparency and commitment of HRM practices, employees'

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satisfaction (working engagement), and job performance. Transparency and commitment of HRM practices is considered as independent variables, working engagement is considered as mediating variable, and job performance is considered as dependent variable. Figure 2.5 illustrates the basic model of this research according to related theories. The next three sections aims to clarify the variable of transparency and commitment of HRP through review many related works.

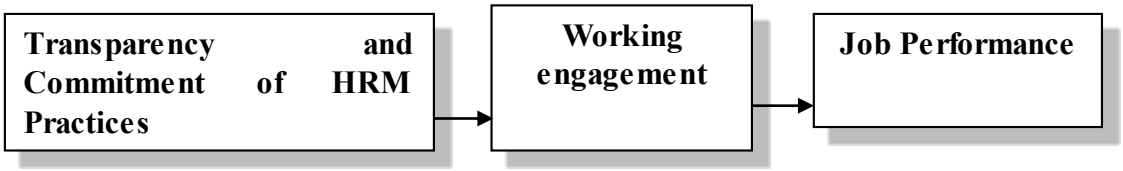


Figure 2.4. Basic Research Model

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2.2 Existing Frameworks

In the previous sections, a discussion of the theories related to job performance was conducted. In this section, the models that examined the job performance are reviewed. To select the related articles, keywords such as HRM practice, job performance, job satisfaction, transparency and commitment of HRM practices, and working engagement as well as a combination of these words were used to find articles related to the topic of this study. As a result, 209 articles were identified. Duplicated articles and non-English, non-related articles were removed. This has resulted in removing 118 articles. The remaining articles of 91 was reviewed for title and abstract. As a result, 22 articles were excluded because they focused on different

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scope of this study. A full review of 69 articles was conducted and another 24 articles were excluded. This made the total articles 43. Figure 2.6 shows the process of refining and selecting the articles of this study.

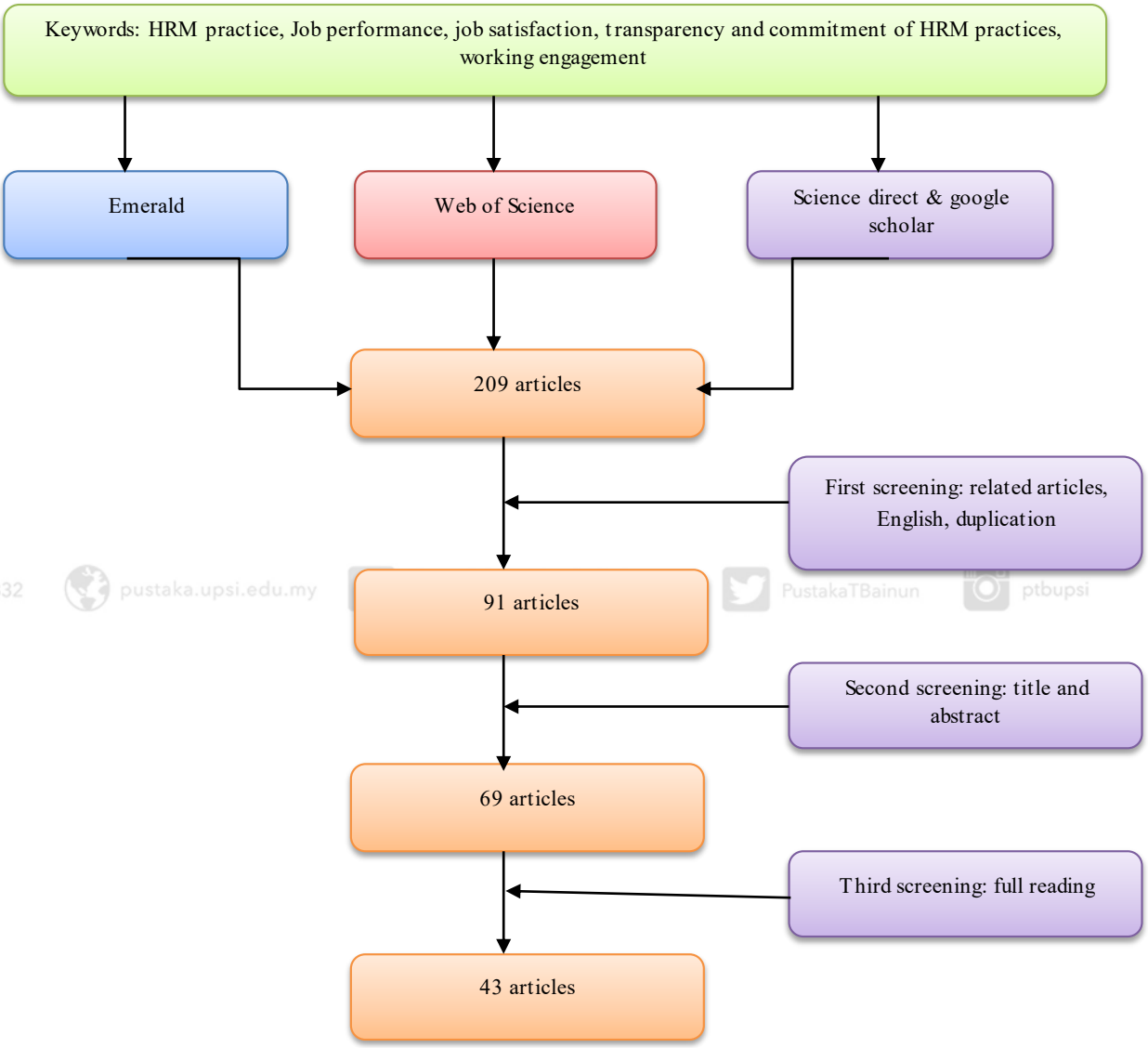


Figure 2.5. Process of Refining the Articles

Previous studies attempt to find the factors that affect the job performance. Hassna, Lina and Raza (2009) examined the job performance of employee in Qatar and found that teaching affects service performance while scholarly endeavor did not

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affect the teaching or service performance. Türk (2008) in Estonia related the job performance to the appraisal system and the compensation. The findings indicated that compensation and performance appraisal has increase the job performance. Another study was also conducted by Turk (2010) in Estonia found that job performance must be evaluated annually, and quality and quantity of the workload must be assessed and fairly distributed to enhance the job performance of employees.

Salau et al. (2018) in Nigeria also examined the effect of talent management practices on the innovation performance. The findings indicated that talent management improved the innovation performance, which resulted in better job and organizational performance. In Malaysia, Ali and Musah (2012) related the job performance and job satisfaction of employees to quality culture. The results of their study showed that quality culture and its components affect the job performance and job satisfaction.

Victor and Babatunde (2014) in Nigeria found that motivation affect the performance. In Jordan, Masa'daeh et al. (2017) examined the effect of knowledge management (KM) process and KM performance on the job performance. The findings showed that KM process affect the KM performance which in turn affected the job performance in Jordan. Ghabban et al. (2018) also examined the effect of knowledge sharing and computer mediated communication on the job performance of employees in Saudi Arabia. The findings indicated that knowledge sharing, and computer mediated communication significantly enhance productivity at Saudi organizations.

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Zhou et al. (2010) discussed the evaluation and measurement of job performance of employees in China. The finding showed that job performance of employees can be evaluated using three dimensions that are the teaching, research and social services. Researchers also examined the effect of certain variables on the job performance of employees. For example, Dhillon et al. (2015) investigated the effect of personal factors, environmental factors and behavioral factors on the performance of employees in Malaysia. The findings showed that personal, environmental and behavioral factors have significant effect on productivity. In Nigeria, Ologunde, Akindele and Akande (2013) investigated the effect of organizational expansion, moonlighting, welfare, condition of work, attitude, promotion, and infrastructure on job performance of employees. The data was collected from 347 employees and analyzed using SPSS. The findings showed that the performance of staff who do moonlighting (work for second job) is different from those who do not do moonlighting.

Nadarajah, Kadiresan, Kumar, Kamil, and Yusoff (2012) in Malaysia examined the effect of human resource practices (HR) and career development on the performance of employees. The authors proposed that the HR practices are expected to contribute to the job performance and career development of employee. The paper was conceptual in nature and proposed the link between the HR practices, career development and job performance. LiLin (2018) investigated the effect of leadership style, organizational commitment, and self-efficacy on the job performance of employees. The data was collected from 800 employees working in educational sector. It was analyzed by employing the Smart Partial Least Square (Smart PLS). The findings indicated that leadership style as well as organizational commitment and

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self-efficacy has strong effect on job performance of employees in China. Job satisfaction was also investigated in few studies. Alfagria et al. (2017) proposed in a conceptual paper that the individual factors which include job satisfaction and work stress as well as the work environment factor which includes salary, rewards, training, organization policy, promotion, facilities, work condition will have a significant effect on the job performance. The study also proposed work condition motivation as a mediating variable between the individual factors as well as the work environment factors on job performance. The author proposed that individual factors and work environment factors will affect the job performance. In addition, motivation will mediate these effects between the variables.

Olson et al. (2018) examined the effect of fit, selection, training, appraisal, and compensation on the organizational performance of organization in US. The data was collected from 179 top management respondents. The data was analyzed using SPSS and the findings showed that the level of application of HRM practices caused positive changes in the organizational performance. HRM practices were also found to have a significant effect on the financial and subjective performance of Spanish companies (Triguero-Sánchez et al. 2013). A study was conducted by Triguero-Sanchez et al. (2013) to examine the effect of HRM practices which includes selection, evaluation, flexible remuneration, job design, bidirectional communication, job stability, equality, job quality on financial performance and subjective performance. The data was collected from 120 respondents and analyzed using PLS. The findings of the study indicate that the effect of HRM practice is stronger on the subjective performance, which include the individual, group and organizational performance, compared with the financial performance.

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Garg (2019) examined the effect of performance work practices on the organizational performance of companies in India including educational institutions. The study also examined the performance work practices on autonomy, feedback, skill variety, task identify, task significance, job satisfaction, organizational citizenship behavior. The data was collected from 432 employees. It was analyzed using AMOS. The findings showed that performance work practice has a significant effect on organizational performance.

In Jordan, the effect of knowledge management on the knowledge management performance and job performance was investigated (Masa'deh et al. 2017). The data was collected from 217 employees and analyzed using AMOS. The findings indicated that KM process affect KM performance which in turn affect the job performance of. Hamid, Maheen, Cheem and Yaseen (2017) examined employee development, compensation management, organizational citizenship behavior on organizational performance. Data was collected from 200 employees and analyzed using SPSS. The findings showed that Citizenship behaviour and compensation management has a significant effect on organizational performance while employee development has insignificant effect. In addition, the study found that the HRM practices has a significant effect on the organizational performance.

Saha (2018) reviewed the literature related to HRM practices and organizational outcome. Several articles that are pertaining to the topic was extracted, reviewed and analyzed. The findings showed that HRM results in several organizational outcome such as money and market performance, operational performance, and worker perspective and behavior. Wang, Zhang, Tian and Zhang (2016) examined the effect

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of strategic HRM, collaborative SHRM, innovation SHRM, control SHRM, performance SHRM, organizational culture which includes team culture, flexible culture, the hierarchy culture, market culture, organizational commitment, which include emotional commitment, continued commitment, and normative commitment on organizational performance. The study also examined the organizational commitment as a mediator in the relationship. It was proposed that strategic SHRM affect the organizational culture and organizational commitment in turn they are proposed to affect the organizational performance. Organizational commitment was proposed as a mediator between culture and performance. The study proposed that HRM and organizational culture will have significant effect on the organizational performance.

Saridakis, Lai and Cooper, (2017) conducted a meta-analysis study on the effect of HRM and high-performance work practices on organizational performance. The findings showed that there is a positive correlation between HRM and HPWP as well as organizational performance. Zhang, Edgar, Geare and O'Kane (2016) examined the entrepreneurial orientation (EO) and capability based HRM on organizational performance of organizations. Innovation ambidexterity was proposed as a moderating variable. The data was collected from 264 executives in organizations. Data was analyzed using SPSS and in particular, the hierarchical regression. The findings showed that the interaction between entrepreneurial orientation and capability based HRM performance is positive. In addition, entrepreneurial orientation and capability based HRM performance affected the organizational performance.

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Kaufman (2015) reviewed the literature related to the HRM and market competition and their effect on the organizational performance. The findings showed that business strategies interaction with HRM system will enhance the skills, motivation which in turn will lead to more productivity and improve the operating performance as well as the profit and growth. Similar study was conducted by Lerory et al. (2018) to examine the effect of HRM and leadership on employee's outcome. The study suggested to examine the HRM and the leadership and their interaction to increase the employees' outcome.

More studies were conducted to examine the effect of HRM on the organizational performance. In the study of Ali et al. (2018), the HRM which includes training, performance appraisal, staffing, empowerment, promotion, employment security, and compensation was proposed to have a significant effect on the organizational performance. Employee's relations climates is proposed as a mediating variable. The findings showed that HRM and its components have significant effect on organizational performance and employee relation climates mediated the effect of HRM on organizational performance.

Rana and Malik (2017) examined the effect of HRM practices such as selection, training, compensation, performance appraisal, employee engagement on organizational performance. The study proposed that the application of Islamic principle as the moderating variable between HRM practices and organizational performance. The study also examined the application of Islamic principles as a moderating variable. The findings of Rana and Malik (2017) showed that HRM practices such as recruitment and selection, training and development, compensation

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and performance appraisal has a significant effect on the performance of organization in Pakistan. In addition, application of Islamic principle moderated the effect of HRM on performance.

In the context of the performance of a organization, previous studies also examined the performance of a organization. For example, Fernández-López, Rodeiro-Pazos, Calvo and Rodríguez-Gulías (2018) examined the effect of knowledge management, human capital acquisition, and organizational design on the organizational performance of Spanish organizations. IT solutions was proposed as a mediator between the three independent variables (KM, human capital acquisiton, and organizational design) and the dependent variable organizational performance. The findings indicated that KM has significant effect on performance through IT solution as a mediator.

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Sánchez-Barrioluengo Benneworth (2019) examined the organizational performance of UK organizations represented by the contribution to knowledge. The data was collected from 135 employees working in UK organizations and analyzed using AMOS. The findings showed that academic heartland creates more engaged organization and improve the regional and entrepreneurial performance of organizations. In Colombia, Cricelli, Greco, Grimaldi, and Llanes Dueñas (2017), examined intellectual capital which include human capital, structural capital, and relational capital and its effect on performance which include research and innovation and education in Colombia. The data analysis was conducted using cluster analysis. Human capital and relational capital as well as structural capital are critical for the performance and innovation of Colombian organizations.

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Xing (2010)examined the effect of HRM on organizational performance which include job satisfaction, teaching and research performance, social satisfaction, financial performance. The effect of staff recruitment and allocation, motivation mechanism, participation, performance management were proposed to have a significant effect on performance. examined the effect of HRM practices such as recruitment and allocation, motivation mechanism, participation, and performance management on the teaching and research performance as well as the organizational performance of organizations in China. The findings of the study showed that the recruitment and allocation, motivation mechanism, participation, and performance management have significant effect on the performance of organizations. The staff recruitment and allocation, motivation mechanism, participation, and performance management affected the teaching and research performance as well as the staff and social satisfaction and the financial performance of the organizations.

The performance of employees was also examined in few studies. In Vietnam, the effect of employee participation in decision making on the academic performance of staff was examined. Findings showed that employee participation in decision making has a positive effect on employees' results. Organizational learning moderates the effect of employee participation on academic performance. Allui and Sahni (2016) examined the level of HRM practices in organizations strategic HR alignment, recruitment and selection system, training and development, performance and appraisal system, compensation system and retention plans and culture. The effect of strategic HR on level of strategic HRM practices examined in the stud. The findings showed that the level of HRM in Saudi Arabia is low and need more attention.

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Shahzad, Bashir and Ramay (2008) examined the effect of compensation practices, promotion practices, performance evaluation practices on perceived employee performance. The data was collected 92 employees. The findings investigated the effect of HRM practices on the performance of employees. The conceptual framework of the Shahzad et al. (2008).

Findings showed that compensation practices and promotion practices have strong relationship with perceived employee performance. Performance evaluation practice has insignificant relationship with the perceived employee performance. Jouda, Ahmad and Dahleez (2016) also examine the effect of HRM practices on employee performance. The findings showed that recruitment and selection, training and development, compensation and incentives, performance appraisal has significant effect on employee performance.

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Few of the previous studies examined self-efficacy and nepotism in the context of educational institution. Bandura (1998) developed the social cognitive theory and included the self-efficacy as a component of the theory. In later research, Bandura indicated that the source of self-efficacy is mastery experience, vicarious experience, social persuasion, and emotional cue. Haddad and Taleb (2016) examined the self-efficacy and operationalized self-efficacy to be past experience, vicarious experience, verbal persuasion, and emotional cues. Conceptual framework developed by Haddad and Taleb (2016). The findings showed that self-efficacy as a construct as well as its dimension such as past experience, vicarious experience and verbal persuasion have significant effect on the performance of faculty member of the Jordanian organization.

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In addition, the findings showed that income, age, and academic rank has insignificant effect on the performance of faculty member.

Self-efficacy as a mediator was examined in the study of Tshuma et al. (2017) between susceptibility, severity, barriers, and perceived benefits. Self-efficacy mediated the effect of susceptibility, severity, barriers, and benefits on behaviour. The effect of self-efficacy on job satisfaction of teacher was examined in the study of Emin Türkoğlu, Cansoy and Parlar (2017) and they found that self-efficacy is important predictor of job satisfaction.

Little studies examine the nepotism in the context of educational institutions. In the study of Arasli, Bavik, and Ekiz (2006), the effect of nepotism, HRM, job satisfaction, and quitting intention on word of mouth was examined. The findings showed that nepotism affect HRM, job satisfaction, and quitting intention as well as word of mouth (Arasli et al. 2006). In a comparative study conducted by Abdalla, Maghrabi and Raggad (2002), the authors compared the nepotism and its effect of HRM in Jordan and USA. The findings showed that the perception of HRMs about nepotism in Jordan and USA is less positive and tend to be negative. Adisa, Osabutey, Gbadamosi, and Mordi (2017) conducted an exploratory study to identify the factors that affect the employee selection. The findings indicate that quota system policy, favoritism, ethnicity, age and gender discrimination, as well as corruption significantly affect the selection of employees.

It can be seen that the majority of the studies focused on factors that are related to appraisal of the job performance (Hassna et al., 2009; Turk, 2008; Turk, 2010;

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Masron et al., 2012; Yousif & Shaout, 2018) while the studies that investigate the causal effect of certain variables on the job performance are limited. In addition, most of the study conducted in western countries and on academic organization (Fernández-López et al. 2018; Malik et al. 2019; Olson et al. 2018; Sánchez-Barrioluengo & Benneworth 2019; Triguero-Sánchez et al. 2013) while studies pertaining to job performance in developing countries are limited. Previous studies noted that the level of HRM practices and its impact of employee performance in developing countries is low and it needs more attention (Allui & Sahni 2016).

Studies also were interested in the organizational performance of business organization or organizations while the job performance were not investigated in previous studies. Most of previous studies have used the statistical package of social science (SPSS), which considered as the first generation of statistical tools to conduct the data analysis (e.g., Salau et al., 2018; Turk, 2010, 2008; Kiruja, 2013; Ologunde et al., 2013; Victor & Babatunde, 2014; Emin Türkoğlu et al., 2017; Victor & Babatunde, 2014; Dhillon et al., 2015) while the use of advance statistical tools such as Analysis of moment structure (AMOS) or partial least square (PLS) is limited in previous studies (e.g. LiLin, 2018; Ghabban et al., 2018; Tshuma et al., 2017).

The intensive use of SPSS in previous studies indicates that these studies were correlational or descriptive. In other words, the previous studies attempt to find the mean score value of the variables involved in the study without determining the causal effect between the variables. In addition, the correlational studies attempt to find only the relationship between the variables such as in the study of Hamid, Maheen, Cheem and Yaseen (2017) and Shahzad, Bashir and Ramay (2008).

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Complex analyses that include the testing of second order variables as well as the mediating variable were limited in previous studies. Furthermore, the focus on HRM practices such as transparency and commitment of HRM practices and working engagement on job performance is limited as shown from reviewing 43 articles.

Consequently, this study aims to examine the effect of a second order variable such as transparency and commitment of HRM practices on job performance of employees working in Iraqi banking sector.

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Table 2.1

Summary of the Reviewed Studies

Author/year	Country	I.V	D.V	Mediator/ moderator	Method / sample	Data analysis	Finding
(Olson et al. 2018)	US	• Fit • Selection • Training • Appraisal • Compensation	Organizational performance	Nil	179 top management respondents	SPSS	The level of application of HR policy such as selection, training, appraisal and compensation caused changes in the organizational performance.
(Fernández-López et al. 2018)	Spain	• Knowledge Management • Human capital acquisition • Organizational design	Organizational Performance	IT solution (mediator)	70 organizations using secondary data between 2011-2014	Stata	KM has significant effect on performance through IT solution.
(Sánchez-Barrioluengo & Benneworth 2019)	UK	• Academic Heartland -Staff involved with community -Staff involved with clients -Staff involved with public partners	Third mission activities (contribution to knowledge)	Nil	135 public organization in UK	AMOS	Academic heartland creates more engaged organization and improve the regional and entrepreneurial performance of organizations.

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Table 2.1 *(continue)*

Author/year	Country	I.V	D.V	Mediator/ moderator	Method / sample	Data analysis	Finding
(Triguero-Sánchez et al. 2013)	Spain	• HRM practices • Selection • Training • Evaluation • Flexible remuneration • Job design • Bidirectional communication • Job stability • Equality • Job quality	Organizational performance -Financial performance -Subjective performance	Hierarchical distance	102 respondents	PLS	HRM practices included selection has a strong effect on financial and subjective performance of organizations. In addition, hierarchical distance has a moderating role between HRM and financial performance.
(Cricelli et al. 2017)	Colombia	Intellectual capital • Human capital • Structural capital • Relational capital	Performance -research and innovation -education	Nil	All organizations in Colombia	Cluster analysis	Human capital and relational capital as well as structural capital are critical for the performance and innovation of Colombian organizations.

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Table 2.1 *(continue)*

Author/year	Country	I.V	D.V	Mediator/ moderator	Method / sample	Data analysis	Finding
(Tran & Pham 2018)	Vietnam	• Employee participation in decision making	Academic performance -teaching -researching	Organizational learning (moderator)	1068 employees	AMOS	Employee participation in decision making has a positive effect on employees results. Organizational learning moderates the effect of employee participation on academic results.
(Allui & Sahni 2016)	Saudi Arabia	• Strategic HR alignment • Recruitment and selection system • Training and development • Performance and appraisal system • Compensation system • Retention plans and culture	Level of Strategic HRM practices	Nil	Employees	SPSS	Level of strategic HRM in Saudi organizations are low and need more attention.

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Table 2.1 *(continue)*

Author/year	Country	I.V	D.V	Mediator/ moderator	Method / sample	Data analysis	Finding
(Garg 2019)	India	• Performance work practices	Organizational performance	Autonomy Feedback Skill variety Tasks identify Task significance Job satisfaction Organizational citizenship behaviour	432 from educational and other institutions	AMOS	Performance work practice has significant effect on organizational performance and autonomy, feedback, skill variety, and task significance as well as job satisfaction and citizenship behaviour have partial mediating role.
(Xing 2010)	China	• Staff recruitment and allocation • Motivation mechanism • Participation • Performance management	Organizational performance -Staff satisfaction -Teaching and research performance -Social satisfaction -Financial performance	Nil	520 employees	SPSS	The independent variables have significant effect on the dependent variables.

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Table 2.1 *(continue)*

Author/year	Country	I.V	D.V	Mediator/ moderator	Method / sample	Data analysis	Finding
(Masa'deh et al. 2017)	Jordan	• Knowledge management process	-Knowledge management performance -Job performance	Nil	217 employees in Jordan	AMOS	Knowledge management process and performance affect the job performance of employees in Jordan.
(Hamid et al. 2017)	Pakistan	• Employee development • Compensation management • Organizational citizenship behaviour	Organizational performance	Nil	200 employees	SPSS	Citizenship behaviour and compensation management has a significant effect on organizational performance while employee development has insignificant effect.

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Table 2.1 *(continue)*

Author/year	Country	I.V	D.V	Mediator/ moderator	Method / sample	Data analysis	Finding
(Shahzad et al. 2008)	Pakistan	• Compensation practices • Promotion practices • Performance evaluation practices	Perceived employee performance	Nil	92 employees	SPSS	Compensation practices and promotion practices has strong relationship with perceived employee performance. Performance evaluation practice has insignificant relationship with the perceived employee performance.
(Saha 2018)	Nil	• Review	Organizational performance	Nil	Review	Review	HRM results in several organizational outcome such as money and market performance, operational performance, and worker perspective and behaviour.

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Table 2.1 *(continue)*

Author/year	Country	I.V	D.V	Mediator/ moderator	Method / sample	Data analysis	Finding
(Jouda et al. 2016)		• Recruitment and selection • Training and development • Compensation and incentives • Performance appraisal	Employee performance	Nil	115 employees	SPSS	Recruitment and selection, training and development, compensation and incentives, performance appraisal has significant effect on employee performance.
(Wang et al. 2016)	Nil	Strategic HRM • Collaborative SHRM • Innovation SHRM • Control SHRM • Performance SHRM Organizational culture • Team culture • Flexible culture • The hierarchy cultures • Market culture Organizational commitment • Emotional commitment • Continued commitment • Normative commitment	Organizational performance -Interpersonal effectiveness -Open system efficiency -Internal process efficiency -The rational goal effectives	Organizational commitment • Emotional commitment • Continued commitment • Normative commitment	Conceptual paper	Nil	It was proposed that strategic SHRM affect the organizational culture and organizational commitment in turn they are proposed to affect the organizational performance. Organizational commitment was proposed as a mediator between culture and performance.

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Table 2.1 *(continue)*

Author/year	Country	I.V	D.V	Mediator/ moderator	Method / sample	Data analysis	Finding
(Arasli et al. 2006)		• Nepotism • HRM • Job satisfaction • Quitting intention	Word of mouth	Nil	257 employees	AMOS	Nepotism affect HRM, job satisfaction, and quitting intention as well as word of mouth.
(Abdalla et al. 2002)	USA and Jordan	• Nepotism	HRM	Nil	318 USA respondents and 126 Jordanian respondents.	SPSS	The perception of HRMs about nepotism in Jordan and USA is less positive and tend to be negative.
(Adisa et al. 2017)	Nigeria	• Exploratory study	Employee selection	Nil	Semi structured interview of 61 managers	Nil	Quota System Policy, favoritism, ethnicity, age and gender discrimination, as well as corruption significantly affect the selection of employees.
(Saridakis et al. 2017)	Nil	• HRM • High performance work practices (HPWPs)	Organizational performance	Nil	Meta-analysis	Nil	There is a positive correlation between HRM and HPWP as well as organizational performance.

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Author/year	Country	I.V	D.V	Mediator/ moderator	Method / sample	Data analysis	Finding
(Chang & Chin 2018)	Korea	• Commitment HRM	Applicant trends Employee's website rating	HRM signals	176 HR manager	AMOS	Organizational that applied commitment HRM showed more HRM information in their website which in turn affected the recruitment of employees.
(Malik et al. 2019)	Australia	• Ability enhancing HRM practice • Motivation enhancing HRM practice • Opportunity enhancing HRM practices	Knowledge integration goals	Nil	59 interviews with HR managers/ CEO and executives	Content analysis	opportunity affect the efficiency of knowledge integration, scope of knowledge integration and flexibility of knowledge integration. Ability affected the efficiency and flexibility while motivation affected the efficiency and scope of knowledge integration.

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Author/year	Country	I.V	D.V	Mediator/ moderator	Method / sample	Data analysis	Finding
(Zhang et al. 2016)	China	• Entrepreneurial orientation • Capability-based HRM	Organizational performance	Innovation ambidexterity	264 executives	Hierarchical regression	Interaction between entrepreneurial orientation and capability based HRM performance is positive. In addition, EO and HRM affected the organizational performance.
(Kaufman 2015)	Nil	• HRM • Market competition	Organizational performance	Nil	Nil	Review study	Business strategies interaction with HRM system will enhance the skills, motivation which in turn will lead to more productivity and improve the operating performance as well as the profit and growth.

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Author/year	Country	I.V	D.V	Mediator/ moderator	Method / sample	Data analysis	Finding
(Leroy et al. 2018)	Nil	• HRM • Leadership	Employee's outcome	Nil	Nil	Review study	The study suggested to examine the HRM and the leadership and their interaction to increase the employees' outcome.
(M. Ali et al. 2018)	China	SHRM • Training • Performance appraisal • Staffing • Empowerment • Promotion • Employment security • Compensation	Organizational performance	Employee relations climate	217 employees	AMOS	SHRM has significant effect on organizational performance and employee relation climates mediated the effect of SHRM on organizational performance.
(Rana & Malik 2017)	Pakistan	• HRM • Selection • Training • Compensation • Performance appraisal • Employee involvement	Organizational performance	Application of Islamic principle	282 respondents	SPSS	HRM practices has significant effect on organizational performance. In addition, application of Islamic principle moderated the effect of HRM on performance.

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Author/year	Country	I.V	D.V	Mediator/ moderator	Method / sample	Data analysis	Finding
(Bandura 1998)	Review	• Review	Self-efficacy	Nil	Nil	Nil	The source of self-efficacy is mastery experience, vicarious experience, social persuasion, and emotional cue.
(Haddad & Taleb 2016)	Jordan	Self-efficacy • Past experience • Vicarious experience • Verbal persuasion • Emotional cues	Organizational performance and clarity	Age Income Academic rank	246 employees	SPSS	Past experience, vicarious experience and verbal persuasion have significant effect on organizational performance and clarity.
(Tshuma et al. 2017)	South Africa	• Perceived susceptibility • Perceived severity • Perceived barriers • Perceived benefits	Behaviour	Self-efficacy	2277 respondents	AMOS	Self-efficacy mediated the effect of susceptibility, severity, barriers, and benefits on behaviour.
(Emin Türkoğlu et al. 2017)	Turkey	• Self-efficacy	Job satisfaction	Nil	489 teachers	SPSS	Self-efficacy is important predictor of job satisfaction.

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Table 2.1 *(continue)*

Author/year	Country	I.V	D.V	Mediator/ moderator	Method / sample	Data analysis	Finding
(Hassna, Lina O. & Raza 2009)	Qatar	• Faculty appraisal system	Job performance	Nil	Secondary data	AMOS	Teaching affects services performance while scholarly endeavour did not affect the teaching or service performance.
(Salau et al. 2018)	Nigeria	• Talent management practices • Talent attraction • Talent development • Talent retention	Innovation performance	Nil	313 employees	SPSS	Talent management improved the innovation performance of staff which resulted in better organizational performance of organizations
(Türk 2008)	Estonia	• Appraisal system • Compensation	Performance of employees	Nil	65 employees	SPSS	Compensation and performance appraisal has increased the performance of employees.

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Author/year	Country	I.V	D.V	Mediator/ moderator	Method / sample	Data analysis	Finding
(Zhou et al. 2010)	China	• Nil	Performance of employees	Nil	Discussion paper	Nil	Performance of employees can be evaluated using three dimensions that are the teaching, research and social services.
(Turk 2010)	Estonia	• Compensation • Appraisal system	Performance of employees	Nil	15 semi and structured interviews with employees	SPSS	Performance of staff must be evaluated annually, and quality and quantity of the workload must be assessed as well as the publication in high impact journals.

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Table 2.1 *(continue)*

Author/year	Country	I.V	D.V	Mediator/ moderator	Method / sample	Data analysis	Finding
(H. M. Ali & Musah 2012)	Malaysia	**Quality Culture** • Quality improvement teamwork • Customer focus • Strategic planning for quality • Recognition • Top management support • Empowerment and involvement • Measurement and analysis • Quality training • Quality assurance	**Workforce performance** • Job performance • Job satisfaction	Nil	267 employees	AMOS	Quality culture and its components affect the workforce performance.
(Ologunde et al. 2013)	Nigeria	• organizational expansion • Moonlighting • Welfare • Condition of work • Attitudes • Promotion • Infrastructures	**Job Performance**	Nil	347 employees	SPSS	The performance of employees who do moonlighting (work for second job) is different from those who do not do moonlighting.

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Table 2.1 *(continue)*

Author/year	Country	I.V	D.V	Mediator/ moderator	Method / sample	Data analysis	Finding
(Victor & Babatunde 2014)	Nigeria	Motivation	**Job Performance**	Nil	60 employees	SPSS	Motivations has strong effect on performance of employees.
(Dhillon et al. 2015)	Malaysia	• Personal factors • Environmental factors • Behavioural factors	**Productivity**	Nil	25 employees	SPSS	Personal, environmental, and behavioural factors have significant effect on scholarly publication production.
(Alfagira et al. 2017)	Malaysia	**Individual factors** • Job satisfaction • Work stress **Work environment factors** • Salary • Rewards • Training • Organization policy • Promotion • Organization facilities • Work condition Motivation (mediator)	**Job Performance**	Nil	Conceptual paper	Nil	The author proposed that individual factors and work environment factors will affect the job performance of employees. In addition, motivation will mediate these effects.

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Author/year	Country	I.V	D.V	Mediator/ moderator	Method / sample	Data analysis	Finding
(LiLin 2018)	China	• Leadership style • Organizational commitment • Self-efficacy	**Job performance**	Nil	800 employees	Partial Least Square (PLS)	Leadership style as well as organizational commitment and self-efficacy has strong effect on job performance of employees in China.
(Ghabban et al. 2018)	Saudi Arabia	• Knowledge sharing • Computer mediated communication	**Job Performance**	Nil	374 employees	Partial Least Square (PLS)	Knowledge sharing and computer mediated communication significantly enhance research productivity at Saudi organizations.
(Nadarajah et al. 2012)	Malaysia	• HR practices • Career development	**Job Performance**	Items in a questionnaire	Conceptual paper	Nil	HR practices are expected to contribute to the job performance and career development of employees.

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Table 2.1 *(continue)*

Author/year	Country	I.V	D.V	Mediator/ moderator	Method / sample	Data analysis	Finding
(Alfagira et al. 2017)	Malaysia	**Individual factors** • Job satisfaction • Work stress **Work environment factors** • Salary • Rewards • Training • Organization policy • Promotion • Organization facilities • Work condition • Motivation (mediator)	**Job Performance**	Performance of employees is measured using three criteria •Teaching •Research Publication	Conceptual paper	Nil	The author proposed that individual factors and work environment factors will affect the job performance of employees. In addition, motivation will mediate these effects.

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2.3 Management of Human Resource Practices

As mentioned in chapter 1, the human resource practices are one of the major basics of human resource management. One of the main focuses of this research is the importance of transparency and commitment of the human resource practices by the leadership. This section clarified the human resource practices in order to simplify the explanation of transparency of the human and commitment of the human resource practices.

2.4 Effective Economic benefits of HRM practices

Successful companies no longer see employees as a recourse whose primary function is to provide goods and services (Santhanam et al., 2017). Instead, employees are seen as critical to the capability of service organization (Santhanam et al., 2017; Sok & O'Cass, 2015). Olson, et al. (2018) has shown that the human resources can be a source of competitive advantage because they meet the criteria for being a source of sustainable competitive advantage. A firm HRM practices refers to as involving people practices; it refers to the policies, practices, and systems that influence employees' behavior, attitudes, and performance (Mayes et al., 2017; Albrecht et al., 2015).

HRM practices include analyzing and designing work, determining human resource needs attracting potential employees, choosing employees, teaching them how to perform their jobs and preparing them for the future, rewarding

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employees, evaluating their performance and creating a positive work environment (Frangieh & Yaacoub, 2019; Mayes et al., 2017; Mathur, 2015). The following Figure 2.7 shows the HRM practices.

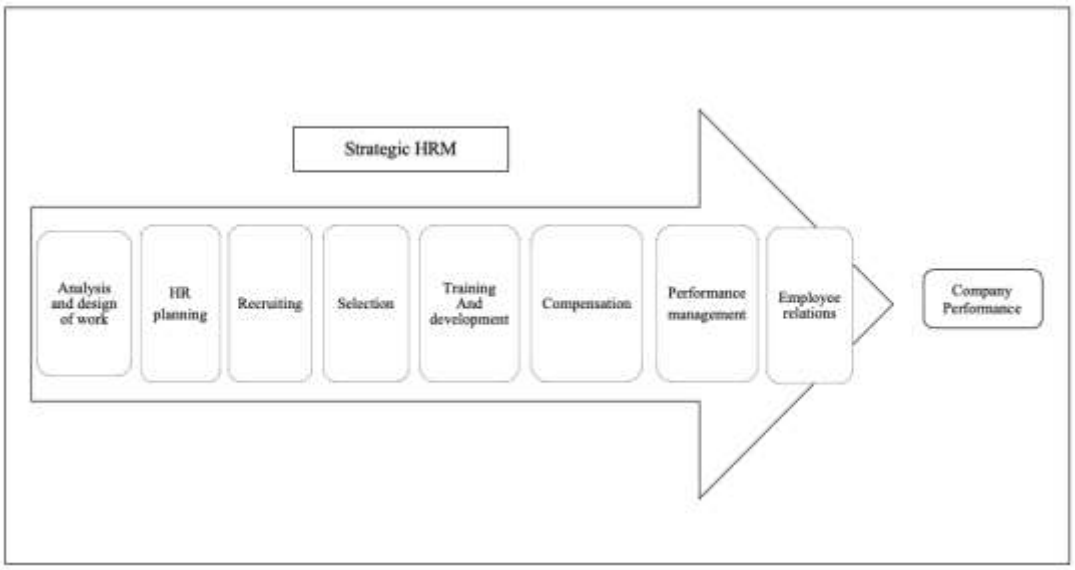


Figure 2.6. HRM Practices (Noe et al., 2003)

In many studies, HRM practices are referred to as a title, but implemented just a few of the practices that they refer to. Training and compensation have been the focus of the majority of previous research (Yusoff et al., 2020; Saeed et al., 2019; Frangieh & Yaacoub, 2019; Madanat & Khasawneh, 2018; Soltis et al., 2018; Hee & Jing, 2018; Mayes et al., 2017). When training, pay and wages, and the emoluments of directors were utilized as functions of human resource development, Gidado et al. (2014) discovered a positive and substantial link between their investment in the performance of Malaysian and Nigerian financial institutions. It was also determined that HRM techniques (job analysis and design; recruiting; employee training; and evaluation of employee performance) had a positive influence on Jordan's institutions.

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The HR training and development component has no substantial influence on reaching CA.

According to Pahuja and Dalal(2012), who looked at how competitive advantage is created in the State Bank of India through HR practices from the employees' perspective, five key factors were identified: a good recruitment and reward system, good training and skill development practices, a good organizational climate, good employee participation and empowerment, and an effective communication system. Organizational commitment was studied by Suifan(2015) using a sample of 500 employees from public and private organizations in various industries in Jordan to examine the impact of (training, person-organization fit, and rewards) as HR practices on organizational commitment and found to be significantly and positively associated with each other. Suifan(2015) used a scale produced by Yahya and Goh(2002) to assess training, while Sejjaaka and Kaawaase were used to measure the rewards construct (2014).

After a thorough examination of the research, we've determined that there are three main types of HRM pactice studies. HRM practices, such as recruitment and selection (Katou & Budhwar; Lopez et al.; 2005), training and development (Masum et al., 2016), tracking work effectiveness (Masum et al., 2016), compensation and rewarding (Masum et al., 2016; Simpson et al., 2013), have been studied in relation to organizational performance. Organizational culture and environment (Masum et al., 2016) and employee interactions (Rodriguez & Ventura, 2003) are all important factors in the success of an organization (Masum et al., 2016; Song & Kolb, 2013).

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Second, study on the effect of human resource management strategies on business performance (AL-Zahrani & Almazari, 2014; Quresh et al., 2010; Apospori et al., 2008; Guest, 1997; Koh & Hia, 1997). Research on some HRM-related indicators that are linked to the effectiveness of organizations, such as the capabilities of human resource managers (Masum et al., 2016; Huselid et al., 1997), organizational units for HRM (Masum et al., 2016; Ferris et al., 1990), HR program quality schemes (Masum et al., 2016; Monks et al., 1997), job security (Delery &Yousef, 1998; Doty, 1996), job satisfaction, and loyalty to an organization (Tomaeviet).

Human resource management (HRM) is becoming more important in contemporary management as an effective means of addressing the most difficult problems that organizations face (Sareen, 2018). Organizational innovation may be increased via a reward structure that encourages employees to be motivated, hence increasing their engagement in producing innovative ideas (Gabriel et al., 2015). The profitability and competitiveness of an organization, as well as the well-being of its personnel, are directly or indirectly affected by compensation, making it a significant problem that must be handled (Sareen, 2018). An increase in wages has a significant influence on workers' quality of life and conveys to them how much the organization regards their efforts. Employers may use it to influence employee attitudes, such as views of fairness and employee behavior, such as whether an employee is attracted to and stays with the business and how effectively the workers spend their time at work (Karimi-Majd et al., 2015). Direct and Indirect Compensation are the two main types of remuneration. These include both monetary and non-monetary benefits (Noe &

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Rebello, 1996). Therefore, this research included HRM techniques including as training and compensation.

Investing in training has a lot of benefits, according to the theory of resources (Koch & McGrath, 1996). First and foremost, the degree to which the organization's internal growth produces human capital assets unique to the organization. Second, the degree to which these firm-specific abilities shield strategic assets against fast, competitive capture. Finally, how much money a organization saves by developing its own employees rather than relying on the labor market to fill vacancies. Training and pay will be described in further depth in the paragraphs that follow.

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2.4.1 Training

The systematic development of an individual's knowledge, abilities, and attitudes necessary to function successfully in a certain activity or employment" is how training is defined (Dorgi, 2017). An employee training program is defined as one that provides employees with knowledge, new skills, or chances for professional growth, as defined by Dhar (2015). Improved communication skills, the discovery of a trainee's latent talents, and increased productivity are just few of the benefits of training. These outcomes might have an impact on the country's growth (Dhar, 2015).

Both training and development are included in the word "training," according to Aguinis and Kraiger (2009); nevertheless, the distinction between the two might be difficult to make in any given research study. To distinguish between training and

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development, Kulkarni (2013) defined training as the nerve that suffices the need for fluent and smooth functioning of work that enhances the quality of work life of employees and organizational development, while development is a process that leads to qualitative and quantitative advancements in the organization, especially at the managerial level; it is less concerned with physical skills and is more c. As a result, although training has a general scope and purpose, development may be thought of as an ongoing activity. Consequently, every organization must examine the function, significance and benefits of training and its good influence on development in order to expand its business.

Distinct sectors and organizations have different ways of doing things. As a result, the necessity for training and development depends on the job description. It was suggested by AL-Tamimi (2014a) that banks should provide greater training opportunities and establish a scholarship program for their most deserving workers. Training is an essential aspect of an organization's plan to integrate human resources management (HRM) with its overall business strategy (Dabale et al., 2014). Organizational training programs aim to emphasize certain work skills.

One of the most effective ways to share an organization's culture is via its training and development program, which helps employees learn more than just their job responsibilities but also how to think creatively and solve problems (Meister, 1998). A organization's culture may be better understood by its workers if the conditions for a technical training program are met, according to Jehanzeb and Bashir(2013). Employee productivity will increase if employers give them with training tailored to their specific work duties. Training and development programs for

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employees must include knowledge acquisition, advancement within the organization, and achievement of specific professional objectives (Dorgi, 2017). Employees and the organization will gain from these methods. Most companies now have several initiatives in place to help their staff grow as professionals.

Bridge the gap between what is and what should be in the content sections (Dhar, 2015). Based on the findings of the training needs assessment, the training program's content or thematic areas should be determined. They must represent the competences required for a person to perform successfully and efficiently at work, as well as their values, attitudes, and abilities. Attendees of high-quality training programs have much greater effects than those who attend courses of lower quality (Chong & Galdo, 2006). The quality of the courses is thus more important when selecting certain individuals to be taught in a particular training program. Therefore.

Clair and Milliman (2017) proposed that companies' performance appraisers should be taught on behavioral and technical evaluation abilities via training programs with defined goals and employing training methodologies that focus on the practical and applied components. To better comprehend their position in knowledge management, Bourini et al. (2013) proposed that companies provide training sessions for Jordanian bank workers to grasp the notion of knowledge management and its principles, and its value.

A variety of elements influence the development of employee training, including the size, structure, culture, and climate of the business, the management style, the number of workers, and the employees' innate abilities as well as their

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behavioral tendencies and attitudes (Dorjkhuu, 2013). Organizations may often select between two ways for training and increasing the abilities of their staff. This kind of on-the-job training is offered to workers of an organization while they are still doing their normal work at the same place of employment, while off-the-job training is done away from the workplace and requires employees to focus only on the training. The examples of on-the-job training include, but are not limited to, job rotations/transfers, coaching/mentoring, and so on.

Off-the-job training, on the other hand, includes things like conferences, role-playing, and so on. On-the-job training, according to Amos & Natamba (2015), might take the form of desk or bench coaching or instruction by more experienced employees or trainers. There are a lot of reasons why various companies are driven to use different training techniques. These include the organization's strategy, objectives, and resources available, as well as the requirements recognized at the time, as well as the target population to be taught.

To save money and time, several companies provide in-house training programs for their personnel (Kumar et al., 2017). Managers, on the other hand, have the ability to tailor training approaches to the specific needs of their organizations. It necessitates that the organization as a whole set itself the objective of lifelong learning. Human capital is critical to a country's ability to accumulate new knowledge, increase productivity, and expand its economy. When it comes to the organizations of emerging economies, formal training may be more beneficial and cost-effective (Kumar et al., 2017).

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When it comes to ensuring that workers have the necessary information, skills, and abilities for their jobs, the onus should be on the organization (Dhar, 2015). Some examples of training approaches include a check list and discussion; films; compulsory reading; hands-on; written exercises; diagrams; flow charts; role play; case studies; shadowing; goal setting and coaching; and role modeling. On the job training and off the job training were among the strategies used. Organizations now heavily rely on IT technologies for their educational endeavors (Kavanagh & Johnson, 2017). Companies that fail to offer their staff with access to current information technology (IT) expertise are doomed to failure in the face of this fast advancement in knowledge and information systems. A new task need training for workers so that they can adapt to the new demands of the job.

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There should be a wide range of activities and training methodologies to accommodate the different types of learning styles of participants (Peariasamy & Abu Mansor, 2008). Among the most successful training methods include brainstorming, group discussion, and role-playing. There are twelve approaches that Peariasamy and Abu Mansor(2008) introduce: peer assistance, training and mentoring, challenging projects, job descriptions, job rotation, cross-training, and knowledge sharing sessions. They also discuss how on-the-job knowledge sharing can promote individual performance among employees.

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2.4.2 Compensation

Because remuneration is at the core of the employment relationship, it is of essential significance to both the employee and the employer (Hirsch, 2017; Gerhart et al., 1995). Employers' pay choices have a direct impact on their costs of conducting business and, therefore, their ability to compete in the product market. In addition, the firm's capacity to compete for workers in the labor market (attract and retain) as well as their attitudes and actions while employed by the employer are all influenced by the pay choice made (Llorens, 2015). Motivating an employee to participate in the acquisition and dissemination of information is essential (Wong, 2005). Employees are more likely to put forth extra effort in their jobs if they perceive that their wages are commensurate with their level of contribution to the organization's activities and those of their coworkers (Hsiung, 2014).

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When an employee's income is lost as a result of a work-related injury or sickness, they are compensated via worker's compensation (Moore & Viscusi, 2014). Surviving family members were often compensated for with provisions such as income replacement, lump-sum disability compensation, reestablishment assistance, and even death benefits under most legislation. A substantial portion of an employee's income comes from wages, salaries, and other forms of compensation; these may be considered to represent direct compensation supplied to each employee (Chowhan, 2016). A worker's basic payment, which may be an annual salary or an hourly rate, and any performance-based incentives, such as profit-sharing, all fall under the category of direct compensation (Chowhan, 2016). To put it another way, "Direct

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remuneration comprises hourly and monthly rated pay or salaries, as well as incentives like bonuses and commissions," according to (Absar et al., 2010).

The total compensation is classified into direct and indirect compensation (Lahap et al., 2014). Direct compensation can be defined as the pre and fixed compensation that is paid to the employees regarding his typical performance. Indirect compensation are the post and conditional rewards that are paid to the employees for what they perform more or for their innovative behavior during the work. The next sections highlight on the direct compensation.

2.4.2.1 Salary

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Employees' performance is greatly influenced by their compensation. Because of this, it is critical for the organization. Appiah (2014) made the assumption that salaries are based on a combination of elements such as wages, bonuses, commissions, and other forms of indirect remuneration, as well as on the performance of the individual workers.

Salaries are often defined as remuneration for employees of the office, foremen, managers, professionals, and technical personnel, according to Hameed et al. (2014). Salary is paid on a weekly, monthly, or annual basis, depending on the employer. Salary payments are often made for a longer period of time than are wage payments. Wages are determined by the number of units produced or the amount of time spent

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on the task, while salaries are always based on the amount of time spent on the job (Almahdi, 2017).

There appeared a few studies related salary in the view of HRM. Aamir (2012) concluded that Saudi banks are keen to have employee's satisfaction by providing wages and salaries that match with work size and responsibilities. Howard et al. (2017) recommended to improve employee overall salary packages for employees which is based on productivity rewards. Demps et al.(2012) analyzed employee perceptions of salary reductions to maintain employment. Employee perceptions are consisted of two generation groups: gender; seniority; organizational role; salary; and whether or not upper management also takes a salary reduction It was determined that more research is needed to obtain greater insight into this phenomenon.

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2.4.2.2 Allowances

The allowance is an income if the employee is not required to account for it to his or her employer (Sangwan, 2015). Allowances are represented the right of the employees for doing their jobs. There is no exact way of giving an allowance to an employee, it only depends on the commitment of the employee toward the organization, the organization can decide when and how to give, as well as the percentage to be given based on the employee's position (Salisu et al., 2015).

In addition to salary-related allowances (such as bonuses for exemplary attendance or performance), employees may also be eligible for non-wage benefits

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such as family allowances, housing allowances, and commuting allowances (Salisu et al., 2015). Compensation packages (wage, bonus, incentives, allowances, and fringe benefits) have been shown to have a significant impact on workers' job performance and retention at selected Nigerian banks, according to Osibanjo and colleagues (2014). Employee performance and retention were shown to be strongly linked to remuneration packages.

2.4.2.3 Bonuses

The management of banking sector must give employees different type of packages to retain and motivate employees on their level of behavior as well as job performance (Hameed et al., 2014). Ahmad et al. (2015) studied the factors that affect banking sector employee retention in Pakistan and the impact of independent variables (Benefits & compensation, working environment) on employee retention by motivate or attract him. The three strategies rated most important to banking sector for more employee retention of workforce are attractive rewards and bounces, annual performance appraisal and training opportunities (Ahmad et al., 2015). Moreover, the salary package is most important in the organization.

2.4.2.4 End of Service Indemnity

On termination of employment, employees are entitled to an end-of-service gratuity, except in cases where serious misconduct is the reason for dismissal (Jarmuzek,

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2017). To avoid the end of service gratuity, an employer cannot enter into an agreement with his workers. Upon termination, Smith (2012) states that employers must give workers severance payments of 21 days' compensation for the first five years of service and 30 days' income for each successive year of service, provided that the employee has completed at least one full year of continuous service. For businesses, the maximum gratuity amount is two years' income, which is a significant extra burden.

The whole gratuity must be provided only under certain conditions, according to Smith (2012). Expatriate workers are exempt from paying pension contributions if their employer is required by law to provide a gratuity at the conclusion of their employment. If the organization has a pension plan, the employee might choose to receive the gratuity in the form of a monthly payment. It is doubtful that the employer would be able to recoup the end-of-service gratuity payments if the employee left in a manner that disqualifies him from receiving them. But businesses must take into account the cash flow concerns of providing a significant lump sum payment on termination when deciding how to structure their employment agreements.

2.4.2.5 Rewards

The concepts concerned with reward have experienced five phases through summing up the relevant records according to Rees and Smith (2017), “Total Compensation” and “Total Reward” is listed separately, and however, they are often counted as the different expressive forms of one management approach, even though some admit the

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slight difference between them. It's apparent that currently the incentive system would not only concentrate on the employee's remuneration but take more enticing non-financial advantages into consideration in the motivation management (Simosi & Tomprou, 2017). (Simosi & Tomprou, 2017). And out of question, it is the definite likelihood that contemporary total reward approach would be popular in kinds of firms and gain its inflexible standing in this greatly growing global.

Rewards are one of the most efficient instruments of management when attempting to influence individual or group behavior, as to increase organization's performance (Sari, 2018). (Sari, 2018). The great majority of organizations utilize wages, promotion, bonuses and other sorts of awards to inspire workers and to boost their performance. It is crucial for a manager to grasp what genuinely motivations workers, without making only an assumption (Karaxha et al., 2018). (Karaxha et al., 2018). Asking an employee how he feels about a given scenario does not offer an accurate judgment of his requirements.

Mendonsa(1998) argued that incentives and bonuses are giving the framework to become competitive in the working environment. Total reward represents a reward system that integrates components such as learning and development along with features of the work environment, into the benefits package. Alsharah(2014) studied the influence of rewards and incentives on work satisfaction of Saudi banks Employees. The financial, moral, individual and collective incentives have a key role in increasing banks' operations, stimulating innovation, lowering employees' turnover rate, limiting the complaint and their discontent among", and improving employee's morale.

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2.4.2.6 Insurance

Employees' compensation insurance is excellent for workers and good for organization (Sengupta et al., 2018). (Sengupta et al., 2018). If the employees get hurt, it provides them with medical treatment, payment for time loss and disability, and even re-employment assistance if they need it. "There was a time when workers who were hurt on the job often had to sue their employers to get help with their expenses (Niedermayer & Tilly, 2016). (Niedermayer & Tilly, 2016). To the worker, this either meant no benefits or a long delay. To the employer, it meant possible financial ruin if the worker won a large award in court. Workers' compensation insurance was the answer to both problems. It replaced legal liability with no-fault insurance (Niedermayer & Tilly, 2016) (Niedermayer & Tilly, 2016)

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Many companies have defined-contribution benefit plans requiring employee to pay the full cost (before taxes) of more generous health insurance choices. Goldman et al. (2005) examined employee compensation decisions during a three-year period when health insurance premiums were rising rapidly. They recommend that higher health insurance premiums must induce changes in the composition of total compensation–either in lower after-tax wages or in decreased contributions to other advantages.

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2.4.2.7 Social Security

Social Security is a government administered insurance program. Both the employer and the employee are legally required to pay to the system, and a certain percentage of the employee's wage is given up to a certain limit (Social Security Administration, 2013). The average monthly pay is used to determine how much each party contributes. Its primary objective is to help retiring workers financially (Berg, 2015). As part of the psychological factors that improve the motivation of employees toward work and help them satisfy the basic needs they have for clarity, and social relations, these needs lead to the activation of feelings of acceptance and commitment, security, and the challenge the more innovative they are.

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Employees and their families are protected against economic and social hardship in the event of an employee's injury or death, according to Merican(2010). To put it another way, it gives certain benefits to workers in the event of an illness or accident at work. The employer's contribution is the amount of money that is paid to the Organization on behalf of the employee who is covered. ASEAN nations' social security systems for migrant workers include medical care, illness and maternity (cash benefits) and job injuries (Saiman and Jemon 2014).

2.4.2.8 Travel

It is common for corporations to provide workers with other forms of compensation and recognition in addition to the standard yearly evaluations and bonuses. Travel,

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financial awards, little mementos, and letters of gratitude are all examples of possible incentives. It's common for workers to change their behavior depending on who gets rewarded and who doesn't in the workplace (Hassan, 2016). Travel incentives are best described as a direct or indirect face-to-face event intended to inspire employees. Research undertaken by the Center for Concept Development found that 51% of respondents believe that travel is more memorable than other reward options. – Extrinsic benefits such as cash bonuses, gift cards, award points, and travel prizes were included in Njanja et al.(2013) as were intrinsic rewards such having greater flexibility and autonomy at work, being able to pick interesting projects, and being assigned to mentor other workers.

2.5 Transparency and Commitment of Human Resource Practices

Transparency and commitment of leaders in HRM practices are major factors in this study, as mentioned in chapter 1. A crucial requirement for being real with others is being truthful to oneself, Shakespeare tells his son in his letter (Leroy et al., 2012). Self-commitment is essential to a successful connection with other people, according to this guideline. This notion assumes significance as a business ethic when considered in the context of a organization's leader's honesty (Wiewiora & Kowalkiewicz, 2019; Miao et al., 2018; Weiss et al., 2018; Gill et al., 2018; Moorman et al., 2018; Peng& Wei, 2016). The integrity of a leader's remarks to their subordinates is measured by their honesty (Wiewiora & Kowalkiewicz, 2019; Miao et al., 2018; Weiss et al., 2018; Gill et al., 2018; Hewlin et al., 2017; Palanski et al., 2011).

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According to Avolio and Gardner (2004), leaders' conduct and deeds in the workplace might demonstrate their one-self true toward their subordinates. Behavioural integrity, the perceived alignment between the words and acts of the leaders, has also established itself as the notion of "staying true to your word while interacting with people" (Simons, 2002). Several prior studies have linked the integrity of a manager's leadership to the success of his or her workforce (Wiewiora & Kowalkiewicz, 2019; Miao et al., 2018; Weiss et al., 2018; Gill et al., 2018; Xu et al., 2017; Viitala et al., 2017; Chiniara & Bentein, 2016; Leroy et al., 2015; Eisenbeiss et al., 2015; Leroy et al., 2012). Increasing the degree of trust between managers and workers may be achieved by making leaders' words as well as their actual deeds true. It is possible, however, that employees will be more satisfied if their leaders are genuine. As a consequence, employee productivity will rise as a result of increased trust and pleasure in the organization (Walumbwa et al., 2011).

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The perceived pattern of alignment between a leader's words and acts, or, in other words, the degree to which leaders are seen to practice what they preach," is how Simons (2002) defines leader behavioral integrity (BI). "Simons (2008) suggested that BI is driven by a number of variables. The degree to which a leader keeps his or her pledges and carries out the ideals he or she espouses is critical. It is suggested that the real alignment between words and actions is a significant determinant of perceived alignment. Leaders who are conscious of their own values are said to have a greater impact on alignment.

In the absence of self-awareness, leaders may choose values out of societal pressure or practical need, ideals they may not really believe in and hence fail to

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completely perform (Leroy et al., 2015). BI alignment is crucial, but it doesn't ensure that followers will see it that way. When leaders are open and honest with their followers about what they think, feel, or believe, they have an impact on the quality of business intelligence (BI). The inconsistency between what managers say and what they really do may be exacerbated when they fail to express their beliefs or do so in a misleading manner (Simons 2002; 2008).

According to Simons et al. (2015), some contradiction between words and deeds is unavoidable. Managers have to deal with a wide range of stakeholders on a daily basis. Due to conflicting roles and expectations, a leader may have to break pledges from time to time. In part, the way the leader communicates the breaches will determine whether or not there is a perception of a lack of behavioral integrity. Self-defence strategies may be used by leaders to come up with reasons, apologies, or dismissals of responsibility. But Simons (2008) says that one of the strongest techniques to sustain impressions of behavioral integrity is assuming personal responsibility and being upfront about the reasons behind the choice. To summarize, there are two key aspects of leaders' behavioral integrity: I the honesty of leaders' statements to workers, (ii) the willingness of leaders to carry these words through in the workplace.

The clearness of communication between the workforce and the organization may be characterized as the transparency of leaders' words and actions. Workplace roles, responsibilities, rights, and obligations should be made very clear to managers and workers alike (Wiewiora & Kowalkiewicz, 2019; Miao et al., 2018; Weiss et al., 2018; Gill et al., 2018; Xu et al., 2017; Viitala et al., 2017; Chiniara & Bentein, 2016;

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Leroy et al., 2015; Eisenbeiss et al., 2015; Leroy et al., 2012; Kaptein, 2011; Palanski &Yammarino 2011). Therefore, executives and workers may communicate more easily based on established rules.

On the other hand, leaders' or an organization's commitment may be described as the fact that leaders follow the organization's policies in the workplace (Wiewiora & Kowalkiewicz, 2019; Miao et al., 2018; Weiss et al., 2018; Gill et al., 2018; Xu et al., 2017; Viitala et al., 2017; Chiniara & Bentein, 2016; Leroy et al., 2015; Eisenbeiss et al., 2015; Leroy et al., 2012). Staff confidence in and happiness with the organization might be eroded if leaders are dishonest in their application of policy (Walumbwa et al., 2011). It may therefore be characterized as the capacity of workers to comprehend and implement organizational rules, as well as the leadership's commitment to enforcing them.. Figure 2.8 illustrate the definition of transparency commitment.

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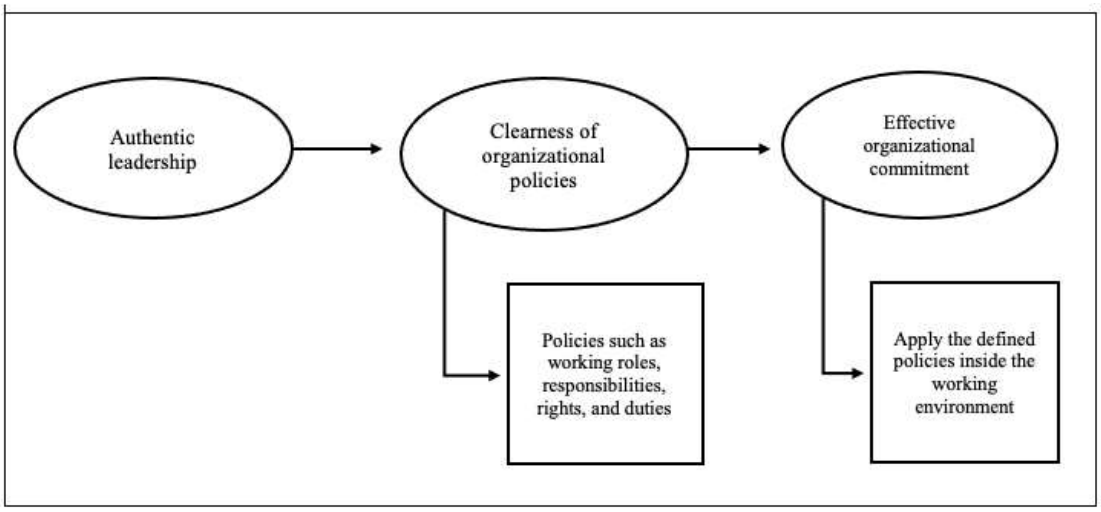


Figure 2.7. Definition of Transparency Commitment

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The aspects of the above definition are clarified by Avolio et al. (2004) framework in figure 2.9. The leadership authenticity which is represented by the transparent and commitment of organizational policies can be identified by the personal and social actions toward the employees. Thus, the level of positive emotions and trust of employees could be enhanced, and the attitudes of employees, such as job satisfaction, can be achieved. Consequently, the job performance of employees' will be improved.

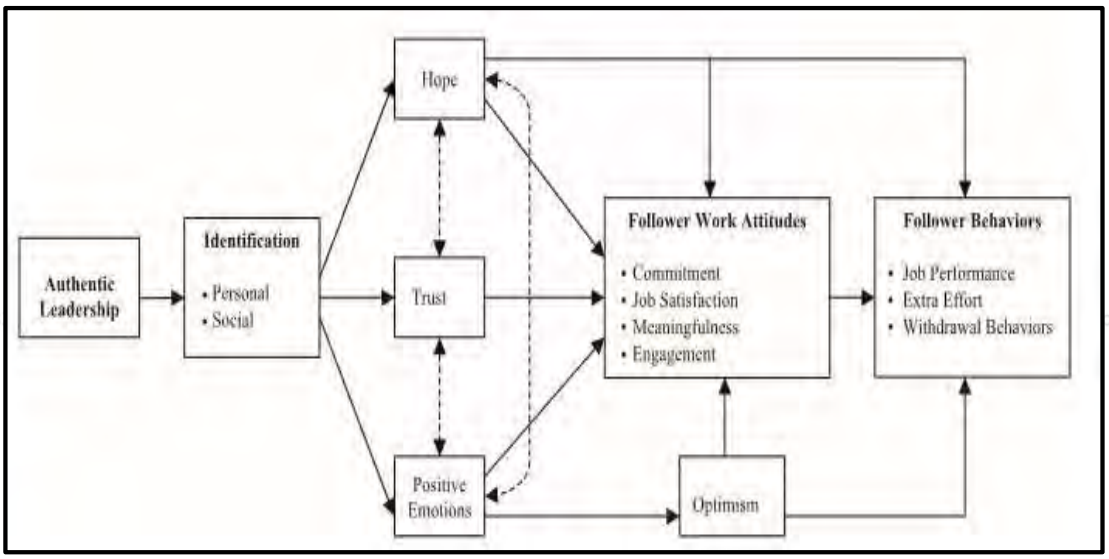


Figure 2.8. Proposed framework of authentic leadership. Source: (Avolio et al. 2004)

Hence, the transparency and commitment of HRM practices can be defined as the clearness and understandability of HRM practices by leaders and employees and the commitment of applying these practices by the leaders inside the working environment (Wiewiora & Kowalkiewicz, 2019; Miao et al., 2018; Weiss et al., 2018; Gill et al., 2018; Xu et al., 2017; Viitala et al., 2017; Chiniara & Bentein, 2016; Leroy et al., 2015; Eisenbeiss et al., 2015; Leroy et al., 2012). The transparent HRM practices like training, salaries, bounces, rewards, and social

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security is important to clarify the rights and duties of employees and leaders. On the other hand, the leaders should commitment to apply these practices based on the transparent actions and roles. In other words, the leaders should be authentic in explain and apply the human resource practices inside the working environment.

Modern companies are taking steps to drive organization performance through increased efficiency delivered by increased transparency, but few take it all the way (Berggren & Bernshteyn, 2007). No universal model is prescribed but a clear sequence of foundations that need to be in place is discovered. As up to (Berggren & Bernshteyn, 2007), they explained the logic of value creation through increased organizational transparency of human capital where transparency has been a fundamental driver of efficiency. Further, the authors break transparency down into logical steps of value creation. Insight is based on experience working with several companies on these issues as well as designing software to support the logic.

The study of Alfes et al. (2013) on 1796 employees from service-sector organization in UK focused on the relationship between the behavior of line managers and the HRM practices. The study explained that the managers behaviors of applying the HRM practices according to working performances employees is important to motivate the employees to do their tasks effectively. The manger should be authentic in applying the HRM practices inside the organization based on clear policies and roles. The policies should explain how and when the HRM practices are conducted based on the individuals' achievements. The individuals' achievements can be

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evaluated based on tasks performance and innovated work behaviors of employees. Figure 2.10 illustrates the model of Alfes et al. (2013) study.

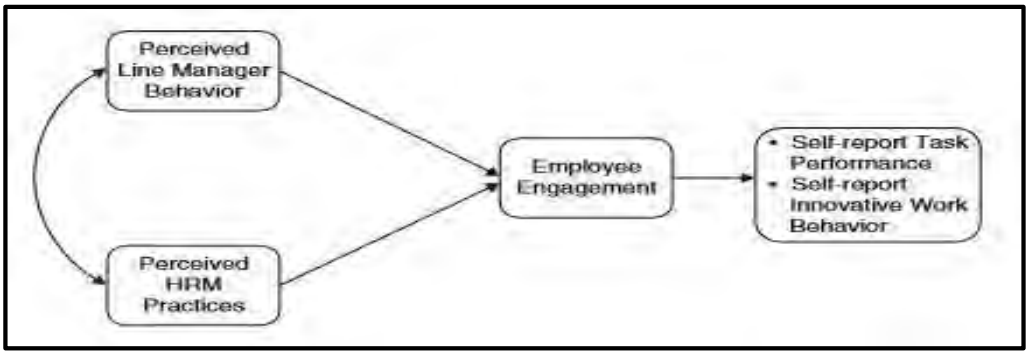


Figure 2.9. Perceived Line Manager Behavior and Perceived HRM Practices. Source: (Alfes et al., 2013)

According to (Mellander, 2014), the scope of public human resource policy is outlined. Motivation for the need of transparency is provided in terms of informational asymmetries, human capital externalities, and long planning horizons. Transparency is defined both along a time dimension – ex ante and ex post – and by a taxonomy due to Geraats (2014), referring to different facets of decision-making, implementation, and outcomes: political, economic, procedural, policy, and operational transparency. Five aspects on human resource policy relevant for transparency are considered: efficiency and equity, input utilization, learning outcomes, the dimensioning of education, and benefits and costs. Findings involve devoting resources to research on the measurement of human capital externalities, facilitation of ex ante benefit-cost analyses preceding human resource policy decisions and strengthening of political accountability through intermediate follow-ups during policy implementation, combined with commitment of funds to finance independent evaluations of the policy's effects (Geraats, 2014).

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Kee et al. (2016) examined the relationship between financial compensation and organizational commitment among workers in the banking industry, Malaysia. Although these variables have been widely studied, few studies have explored their relationship to organizational commitment. The research findings showed that there is a significant relationship between financial compensation such as salaries, bonuses and merit pay and organizational commitment of the distribution of the compensation in order to motivate the employees to enhance their working performance.

Many researchers were clarified that the HRM practices system is important to show the roles and policies of HRM practices inside the organization (Babalola et al., 2018; Vanhala & Ritala, 2016; Newman et al., 2016). HRM practices system should be designed by the managers according to employees working performance/achievements in order to assure the ideal distribution of the practices. Thus, the employees can know in advance what they should do to gain the available practices. On other meaning, the system of HRM practices is helpful to make the HRM practices transparent for all employees and the managers must commandment in applying this system.

In this context, several studies argued that the leaderships should take in account the diversity of employees' performances and skills when manage the policies of human resource practices (Cooke et al., 2014; Janssens & Steyaert, 2009; Kuvaas, 2008). This procedure reflects the managers authenticity in manage the human resource practices. The roles of HRM practices should transparent and clear for all employees (Conway and Monks's, 2009).

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While some prior studies have therefore suggested that perceived line manager behavior of provide transparent HRM practices and commitment to apply these practices in their impact on individual-level outcomes (De Mello &Pauken2008; Frank, Finnegan, & Taylor, 2004). Line managers can foster trust relationships between themselves and their transparent reports of HRM practices, for example, through encouraging open communication, sharing critical information, and providing support (Settoon et al., 1996). This, in turn, will lead to positive emotional states and higher levels of employee trust (Avolio et al., 2004). For instance, Robinson et al. (2004) showed how increased opportunities for upward feedback led to higher levels of engagement, and Blizzard (2003) demonstrated that effective interpersonal relationships between employees and managers raised engagement levels.

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2.6 Employees' Satisfaction (Working engagement)

It is most often defined as "a pleasant or good emotional state coming from the evaluation of one's employment or job experiences" by Locke (1976). (Judge &Klinger, 2008). Academician and researcher John Locke points out that the above definition of employee happiness includes two key elements: an emotional state that implies a functional component of work satisfaction, and an assessment procedure that indicates the presence of an evaluation component. Effective, cognitive and job-focused are all aspects of Locke's definition (Gani et al., 2020; Olatunji et al., 2017).

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Despite the fact that there is no commonly agreed definition of employee satisfaction, there are various definitions of work satisfaction in literature that have the same meaning as employee satisfaction. For several reasons, including the way individuals's own needs, values, emotions, and expectations influence them, the term "work satisfaction" has varied connotations for different people (Burhanuddin et al., 2020; Akar & Sharma, 2018; Achour & Sarra, 2017). Organizations vary in their impact on job satisfaction due to differences in working conditions and characteristics, such as those mentioned above (Ognjanovic & Slavkovi, 2019; Harputlu, 2014).

Job satisfaction may be defined in a variety of ways, as will be discussed in this section. "An employee's favorable attitude toward the firm, co-workers, and ultimately the job" (Chughati&Perveen, 2013) is the first definition of this term (Sypniewska, 2014). When the institution satisfies the individual's expectations, he or she will feel better. As a result, these feelings of contentment are a sign of work satisfaction (Green, 2000).

The employee's impression of the organization might also vary over time as a result of the employee's interactions with the business. As a result, employee perception is a key factor in determining both work performance and job happiness. "Job satisfaction data is useful in analyzing the emotional wellbeing and mental fitness of workers and thus organization may utilize the knowledge to enhance its structure," says Spector (1997). The term "job satisfaction" refers to the degree to which workers like the work they do at their place of employment (Brunetto and Wharton, 2002). It also motivates workers to work together as a

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team because of a mutual trust between the individual and the organization (Tufail et al., 2016).

Most research, according to Spector (1997), have found at least two areas of employee satisfaction: environmental variables, linked to the job itself or the workplace environment, and personal qualities, linked to human traits and characteristics. According to another definition, "the degree to which employees enjoy or dislike/dissatisfy their employment" may be used to describe employee/job satisfaction (Spector, 1997). In reality, work discontent has a detrimental impact on an individual's performance and may lead to poor productivity, absenteeism, and even job resignation (Altuntas, 2014). In this connection, "the evaluation of individual's appraisal level of how the work environment fulfills their demands, and "overall attitudes of workers towards their occupations" are used. Simply said, the more an employee's work environment satisfies their requirements, values, or personal qualities, the more satisfied they are with their work environment (Zahari et al., 2012).

The following are a few additional notable definitions: Employee perceptions and feelings about their work, as well as the many components of their jobs, inform this multidisciplinary idea (Rawashdeh, et al., 2016). According to Zhu (2012), job satisfaction is defined as an employee's positive and pleasant sentiments about their work. Dissatisfaction, on the other hand, refers to workers' bad and unpleasant sensations while at work (Zhang et al, 2014). Essentially, job satisfaction refers to how much people like or despise their work and how well their expectations are met in terms of what they are

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expected to do. Wright and Kim (2004) argue that job satisfaction is an interplay among the worker, the work environment, their expectations, and what they perceive and get. The person–environment fit paradigm or needs–satisfaction model is widely used to describe it. The greater the degree to which a job meets the demands of its employees, the more content they should be in their employment.

There is a three-step process to the feelings that lead to work satisfaction. Work environment components are experienced by staff members; these elements are judged by using a value standard; and the perceived work element is evaluated in terms of how it supports desired values (Davis, 2013). Job satisfaction is the end result of a process in which favorable feelings are induced by a perceived aspect of the work. Employees' subjective thoughts or sentiments regarding their work environment and working circumstances are referred to as job satisfaction by Huang et al. (2016). Job unhappiness is caused by work environment factors that conflict with one's values. What the person wants and the significance of wanting, and what he/she thinks he/she is receiving are at odds with each other. As a whole, the workers evaluate their job satisfaction or discontent and then draw a judgment about how rewarding or unsatisfying it is (Zhu, 2013).

One of the most well-known theories in the field of work happiness is Locke's Job Satisfaction Model (1976). Work components and comfort elements are the two key aspects he employs to measure job happiness. A job's rewards, challenges, autonomy, and relationships with coworkers, as well as the chance to

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utilize one's talents, creativity, and variety, as well as one's own self-esteem, salary, advancement, and management, are all important components. There are several aspects that contribute to a person's sense of well-being at work, including their working hours, commute time and physical surroundings. Locke's model is the clearest and most effective of the several theories and models on work satisfaction.

Furthermore, according to Locke's Job Satisfaction Theory, the degree to which individuals are content with the results of their labor is a key indicator of job satisfaction. With higher-value results, workers are more happy with their employment. Job happiness is influenced by more than just the amount of compensation. Employees work hard because they expect to be rewarded well for it. Workers who are satisfied are more likely to support organizational improvement (Locke, 1976)."

The motivation-hygiene theory, Herzberg's two-factor theory, or Herzberg's dual-factor theory are only a few of the numerous names for the two-factor theory. The two-factor theory categorized the components that influence or form satisfaction into two groups: positive and negative. hygiene elements are those that focus on avoiding discomfort, which may lead to customer discontent. When it comes to motivating variables, contentment and the desire for self-improvement and self-actualization are the most important. The hypothesis is extensively used to explain job satisfaction and has proven efficient in explaining variations in contentment at work for quite some time (Alshmemri,

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M., Shahwan-Akl, L. & Maude 2017; Hur 2018; Stello 2014).Two Factor Theory model is shown in Figure 2.11.

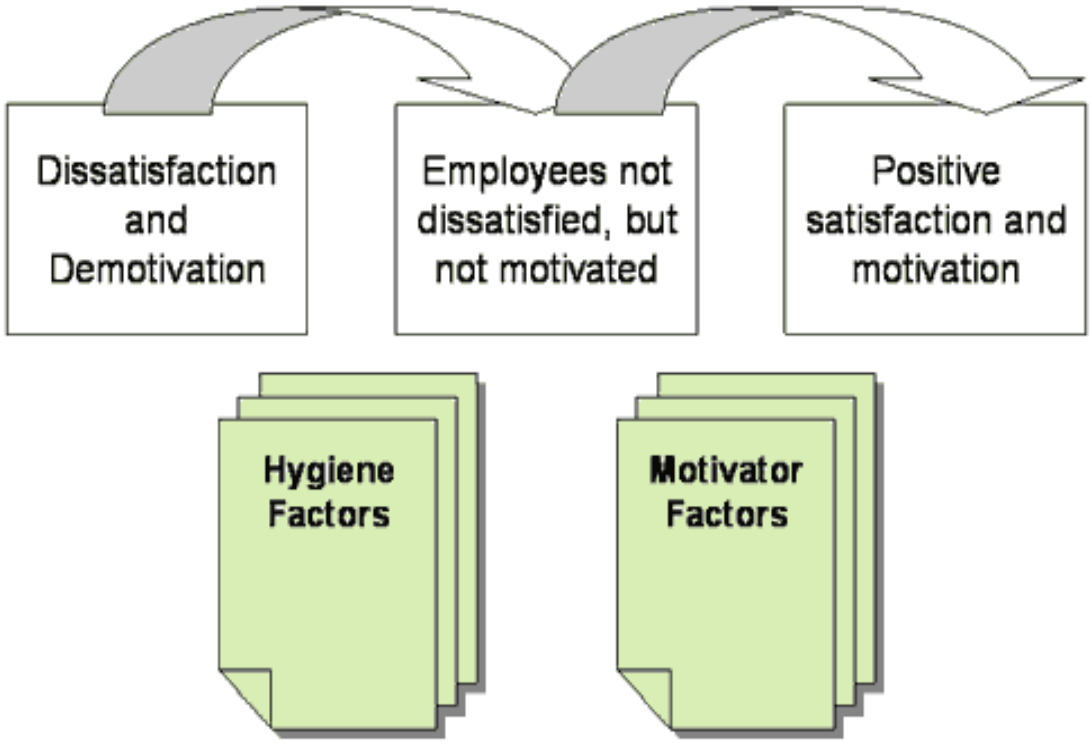


Figure 2.10. Two-Factor Theory Model. (Lundberg et al. 2009)

According to the theory, motivational factors are those factors that derive and encourage employees and these include the recognition, achievement at work, promotion and reward opportunities (Aristovnik & Jaklič 2013). These factors are intrinsic in nature (Hackman & Oldham 1976). On the other hand, the hygiene factors are extrinsic in nature and includes factors such as the pay level, the policies and procedures, workplace environment, and the supervisory practices and communication (Alshmemri, Shahwan-Akl & Maude, 2017; Hur, 2018).

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Despite the praise and the usage of the Herzberg's model, researchers were to large extend unable to prove the model empirically and it has received much of criticism as being a methodological artifact as pointed out and suggested by Hackman and Oldham (1976). In addition, other criticized the validity of the model in explaining the job satisfaction (Ruthankoon & Ogunlana 2003). However, experts are now looking at the model's usefulness in the fields of tourism, construction, and higher education. The two-factor hypothesis was studied by Lundberg, Gudmundson, and Andersson (2009) in their research of hospitality and tourism. There was a correlation between work satisfaction and the theory's predictions. A study by Ruthankoon and Ogunlana (2003) explored the two-factor theory's relevance and validity in a construction industry scenario. According to the data, the notion does not hold up in the building business.

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Literature relevant to nursing studies using the two component theory was studied in the research by Alshmemri, Shahwan-Akl, and Maude (2017) The idea was shown to be relevant and able to explain the link between work satisfaction and performance in nursing. There is a strong correlation between cleanliness and motivation, according to Hur (2018), a public sector researcher, who explored if the theory is applicable to the public sector. Job happiness and public management performance are both influenced by the theory's explanations. Using a qualitative method, De Vito et al. (2018) explored the theory's application in the higher education sector. Six workers were interviewed by the authors, who discovered that the hypothesis can explain some of the link between job happiness and employee performance.

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Overall, work satisfaction was broken down into two categories: general and particular, according to Eker and colleagues (2007). The term "overall satisfaction," which refers to an overall appraisal of the employment, is often used. In other words, work facet satisfaction is an assessment of many facets of one's employment. But other surveys, on the other hand, take a more granular look at how people feel about certain aspects of their jobs, which is in contrast to the general definition (Zhu, 2013). According to Naveed et al. (2011), work satisfaction is influenced by a range of employment characteristics, including the nature of the job itself. As a result, academics are focusing their attention on the nature of the work itself in order to better understand what contributes to job satisfaction. Coworkers and supervisors are only two of many factors that contribute to an employee's overall level of satisfaction (Hackman, 1980).

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The significance of work satisfaction has been recognized by a growing number of public organizations, but there are still few examples of how to implement a systematic approach. Goals should be assessed and reviewed on a regular basis in order to improve work satisfaction in public institutions (Unutmaz, 2014). Job satisfaction might be mistaken for motivation, but it is not a replacement for motivation (Zehir et al., 2011). It's easy to see a connection between these two ideas, yet There is a lot of happiness in the lives of those who work hard (Chughati & Perveen, 2013). Finally, work satisfaction is a term that is influenced by numerous elements and comprehended in different ways. Workplace contentment may seem abstract at first glance, yet it permeates every facet of the working environment. It has an impact on how well the organization's employees work together. A person's level of job satisfaction can't

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be isolated from his or her life at work since it's tied to the human condition and represents all significant judgements, such as what the individual wants, the value of what he or she wants, and what he or she thinks to have been received.

Industrial and organizational psychologists have long focused on the need of ensuring that workers feel happy in their jobs. It is vital for firms to care about employee work satisfaction for the following reasons, which may be categorised according to whether the emphasis is on the person or on the organization: People ought to be treated properly and politely, says the humanitarian approach. Job satisfaction is an indicator of how well you've been treated at work. Emotional well-being or mental health may be measured using this metric. Second, the utilitarian approach holds that work happiness may lead to conduct by an employee that negatively impacts organizational performance. Workplace contentment may also be a sign of how well a organization is doing as a whole. Discrepancies in work satisfaction across different divisions of a business might reveal problem regions.

Workers that are satisfied with their jobs are more productive, which in turn improves the organization's bottom line. Employee retention and productivity are often attributed to employee satisfaction. It is impossible to improve quality and customer service without a happy workforce. As stated in (Kaplan 1996). There are several aspects that contribute to job happiness, including intrinsic and extrinsic motivators, quality of supervision, social ties with coworkers and the extent to which employees succeed or fail in their work. Employees are more likely to behave in a way that aids the organization's

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success when they are highly motivated, devoted to the organization, and satisfied with their work. Career possibilities, job influence, collaboration, and job challenge were shown to have the greatest impact on job satisfaction (Benedetti et al., 2015; Cerasoli et al., 2014).

Employee satisfaction is often measured via an annual survey or a rolling survey in which a set proportion of randomly selected workers are polled each month, according to Kaplan (1996). Questionnaires, on the other hand, are simpler to write, administer, and evaluate since they don't need a lot of time or money. As part of an employee satisfaction survey, factors such as participation in decision-making, acknowledgment for doing a good job, and the availability of adequate knowledge to accomplish the job properly might all be included. Employee happiness has become a crucial motivator in the modern workplace. It is critical that pay policies be developed to motivate the staff to provide high levels of performance, effort and contribution (Armstrong & Taylor, 2014). An unmet need is often the first step in the process of motivation. In order to meet the demand, a goal must be defined. People might be offered incentives and rewards to help them achieve a certain objective (Kiruja & Mukuru, 2018). A person's level of motivation may be influenced by the organization they keep. Organizational culture and values are part of this framework, but so are the leadership and management of the organization and the groups or teams that a person is a part of (Pan, 2015).

Intrinsic motivation, on the other hand, may be characterized as the process of motivation by work itself in so much as it fulfills the employee's own

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requirements (Benedetti et al., 2015). People who are driven by intrinsic motivation do so because they believe the job they are looking for will meet their requirements the best. Responsibility, freedom of action, the bravery to utilize and develop one's own abilities, intriguing work and prospects for progress are all variables that impact intrinsic motivation. Effort exerted by others to inspire a person is known as extrinsic motivation. Extrinsic incentive, such as a boost in income, acclaim, or promotion, is an example of extrinsic motivation. However, the impact of extrinsic motivators fades quickly. Because they come from inside rather than outside, intrinsic motivators tend to have a greater impact over time (Armstrong &Murlis ,2007).

When it comes to motivating workers, remuneration is linked to their desire, according to Rees & Smith (2017a). Afterward, it reveals what an employee desires. Workplace contentment and financial compensation go hand in together (Maloni et al., 2017; Terera & Ngirande, 2014). In addition, incentives are classified as either extrinsic or intrinsic in the relevant literature. There are three types of extrinsic rewards: cash, promotion, and perks. A sense of accomplishment, belonging to a winning team, being praised by superiors for one's work, and having one's efforts noticed are all examples of intrinsic benefits.

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2.6.1 Working engagement

Working engagement, according to Koyuncu et al. (2006), is one of the most essential factors of workers' contentment in the workplace. Over the last few years, there has been an increase in study on how employees feel about their jobs and how that affects their overall happiness at work (GonzálezGancedo et al., 2019, Setiyani et al., 2019, Gerards et al., 2018, Wahlberg et al., 2017), which is in line with this trend. Involved employees have a good outlook on their work and believe they are accomplishing their goals on a daily basis. It's a long-lasting, all-encompassing emotional and mental state. It is characterized by a sense of vitality, devotion, and concentration in one's job, according to Albrecht et al. (2015). High energy levels, the readiness to spend energy in one's job, and perseverance in tough times are some of the characteristics associated with vigor. Dedication, on the other hand, is defined by high levels of work engagement and a sense of pride and challenge from one's work.

As a result, a organization's ability to maintain a high level of employee satisfaction is critical to its success (González-Gancedo, 2019; Setiyani, 2019; Gerards et al., 2018; Wahlberg et al., 2017; Kumar et al., 2015; Leiter & Bakker, 2010; Zigarmi et al., 2009). A voluntary emotional commitment to work that may be altered by organizational support, mutual trust among team members and personal excitement and willingness is referred to as "work engagement. Employees' commitment to their jobs may rise if their supervisors and coworkers can be trusted. This, in turn, might boost the organization's overall performance.

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Because of this, workers' work engagement encompasses more than just a focus on job pleasure (Leiter & Bakker, 2010).

In terms of desired results, organizational commitment and engagement are both comparable ideas. Organizational commitment seems to be more attitudinal in character, including emotional, continuation, and normative dimensions, according to numerous engagement researchers (Macey & Schneider, 2008; Saks, 2006; Macey & Schneider, 2009; Schaufeli et al., 2009; Macey & Schneider, 2009; Saks, 2006). (Meyer, 2012; Park et al., 2014). Engagement, as opposed to commitment, is often considered a more comprehensive concept. Employee commitment and work happiness are merged in the concept of organizational involvement (Schaufeli et al., 2009; Saks, 2006). The phrase "engagement" has a negative connotation due to its relationship with workaholism, although in general, it is seen as a good idea (Gorgievski et al., 2011). At its core, workaholism is characterized as a strong internal desire that results in excessive work-related time expenditures.

According to Gorgievski et al. (2011), engaged employees are drawn to work because they find it enjoyable, but workaholics are forced to go to the office because of their addiction. Most definitions of engagement emphasise the positive aspects of the notion. It was described as "the favorable attitude maintained by the workers towards the organization and its ideals" by Robinson et al. (2004) (p. 9). Working engagement has been characterized as a mutually beneficial connection between workers and their employer that encourages more dynamic involvement by employees in the workplace in the performance of

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prescribed duties (Stairs et al., 2008). In today's highly competitive market, employee commitment is now recognized as a vital success factor for companies of all sizes. In addition, the level of employee engagement may have a significant impact on an organization's performance. In addition to employee retention, productivity and loyalty, engagement has a direct impact on customer satisfaction, corporate reputation and shareholder value.

Working engagement is a relatively new idea (Rigg, 2013). Consultancies and survey houses are the most common places where people work. Human Resource Management (HRM) is still learning about this idea, hence there isn't much academic study on it yet (Rafferty, et al., 2005; Ellis and Sorensen, 2007). Research on organizational citizen behavior and commitment, both of which are generally accepted academic ideas, was a major inspiration for the development of this theory (Robinson, Perryman and Hayday, 2004; Rafferty et al., 2005). The two ideas above have a lot in common and overlap when it comes to the notion of "working engagement". There are distinct discrepancies between the three notions, according to Robinson et al. (2004). An employee's level of engagement is two-way in nature and the amount to which they are required to have an understanding of their organization's operations. As Rafferty et al. (2005) pointed out, "engagement shows that it is a two-way mutual process between the employee and the business," they based their case on this.

The term "working engagement" was originally used by Kahn (1990). A person's "preferred self" is described as "task behaviors that encourage connections to work and people, personal presence (physical, cognitive and

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emotional), active, complete role performance," according to the author (Kahn 1990, p.700). "Personal disengagement," according to Kahn, is "the simultaneous retreat and defense of a person's chosen self through activities that encourage a lack of relationships," he said (Kahn 1990, p.701). In order to eliminate favored aspects from physical, cognitive, and emotional work, personal, internal energy must be removed. Meaningfulness, safety, and availability were all key concepts in Kahn's theories about how people get engaged. Employers who are actively involved in their work are shown to be more productive than those who are not. As a result of this, engaged employees outperform those who are disengaged.

Employees who are involved in their work may even pass their engagement on to others. More than 8,000 business units in 36 corporations were studied by Harter, Schmidt, and Hayles (2002). The study's conclusion was that greater revenues may be made by including workers. There were fewer turnovers, greater productivity, and less absenteeism in those business units that had more engaged personnel. Research by Kompaso and Sridevi (2010) indicated that workplace engagement was a substantial predictor of excellent organizational performance. Employees who are engaged in their work have a stronger emotional connection to the organization they work for and are more invested in its success, according to the research, going above and beyond the requirements of their employment contracts.

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2.6.1.1 Definition of Working Engagement

Kahn introduced the idea of workplace engagement for the first time (1990). Workplace engagement differed from other types of motivation including commitment, participation, and intrinsic motivation, all of which he distinguished. In Kahn's view, workplace engagement is a multifaceted term in that employees may be emotionally, intellectually, and physically involved. Workers who are engaged at work are less likely to get burned out, according to Maslach & Leiter (1997), who describe the opposite of burnout as an employee's level of engagement. According to Harter et al. (2002), "the individual's participation and contentment at work as well as excitement for work" is what they mean when they say "working engagement." According to Wellins and Concelman (2004), the driving factor behind improved performance is a organization's ability to keep its people engaged at work.

There are several definitions of the word "working engagement" in the literature. Although Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2002) defined engagement as "a constant and pleasant affective-emotional state of satisfaction in workers," the most often used definition is that of Schaufeli, Salanova, Gonzalez-Roma, and Bakker. When a person is vigorous, they have a lot of energy and are able to persevere even when the work is challenging. Even if the task is difficult, those who show commitment are enthusiastic about it, deeply immersed, proud of it, and motivated by it. Employees who get immersed in their work find it difficult to separate themselves from the activity at hand, resulting in a happy state of mind. When the person is completely immersed in their task, time flies by without them noticing. It has been shown that these three aspects of measuring work engagement's

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stability, reliability, and validity have been asserted by a variety of studies (Schaufeli, Bakker & Salanova, 2006; Schaufeli & Salanova, 2007; Burke & El-Kot, 2010).

An employee's degree of vigor is the first sign of workplace engagement. As cited in (Burke & El-Kot, 2010). An employee's mental presence and concentration at work, as well as their capacity and desire to meet obstacles head-on, are critical components of high performance. It's all about being totally engaged in your job and taking pleasure in your accomplishments. Dedication is the second working engagement attribute. In 2010 (Burke & El-Kot, 2010), (Employees' time and effort spent on meaningful work is included in this category of the emotional component of workplace engagement (Coetzee & Villiers, 2010). An absorption in one's job indicates a thorough attention while at work, a feeling of complete immersion in one's work that is not concerned with the time and one's desire he had more time to devote to it (Burke & El-Kot, 2010; Coetzer & Rothmann, 2007). Absorption is a cognitive component of workplace engagement because employees are focused on their task (Coetzee & Villiers, 2010).

Bates (2004) often refers to engagement as a heightened emotional relationship to one’s job, organization, manager,” or co-workers. "The condition in which people are emotionally and intellectually dedicated," says Baumruk (2004), extending the cognitive and emotional approaches. Differently, some investigations and researchers concentrate on the behavioral results of workplace engagement independent of the reasons of engagement. Engagement is defined by Towers Perrin (2005) and Shaffer (2004) as the willingness of an individual to exert discretionary effort at work (Towers Perrin, 2005; Shaffer, 2004).

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2.6.1.2 Importance of Working Engagement

Studies have demonstrated a favorable correlation between staff retention, productivity, profitability, customer loyalty, and safety and organizational performance results. Additionally, studies show that companies with more engaged workers are more likely to expand their income faster than the industry average. Double-digit growth organizations have a greater level of working engagement among their employees, according to a new study. Additionally, studies show that consumer happiness and engagement go hand in hand (Coffman, 2000; Ellis and Sorensen, 2007; Towers Perrin Talent Report, 2003; Hewitt Associates, 2004; Heintzman and Marson, 2005; Coffman and Gonzalez-Molina, 2002).

Because worker disengagement is the root of their lack of commitment and drive, Ashok (2005) says that managers must encourage employee engagement. It has been shown that engagement has a significant impact on factors such as staff turnover, customer happiness, loyalty, safety as well as productivity and profitability (Harter et al., 2002). Customers' loyalty, employee engagement, and corporate development and profitability are all linked, according to Gallup (2004). (Gallup Organization referred to in Kular, Gatenby, Rees, Soane & Truss, 2008). Using Gallup data, Ott (2007) showed that increased workplace engagement predicted better profits per share (EPS) for publicly listed companies. Organizations with more than four engaged workers for every one actively disengaged employee reported a 2.6 times greater rise in EPS than those with a ratio of slightly less than one engaged worker for every one actively disengaged employee. The results are regarded credible since the variability in different sectors was controlled by comparing each firm to its competitors, and the

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patterns over time for EPS were investigated because of a 'bouncing' rise or reduction that is frequent in EPS (Ott, 2007). An international team of researchers has also uncovered hopeful evidence that firms can only attain their full potential if they emotionally engage staff and consumers (ISR, 2003 referred to in Kular et al, 2008).

Other studies have shown that customer loyalty is strongly linked to employee engagement in other areas, such as customer satisfaction. Employee performance and customer loyalty are positively correlated with the availability of organizational resources (e.g., training, technology, autonomy) in work units. Employees that are more involved in their job are more likely to provide excellent service to customers, which leads to increased customer loyalty. The practical effect of this is that the organization has to put more effort into retaining its workforce. The goal of HR directors and managers is to create and maintain a work environment that encourages employee engagement and attracts new hires. Vance (2006) discusses the impact of workplace engagement on financial performance and competitive advantage by assessing employee engagement and commitment efforts. Increased employee engagement has resulted in considerable savings for Caterpillar Construction Equipment, for example. The firm saved $8.8 million a year by reducing attrition, absenteeism, and overtime at a European production, increased productivity by 70 percent in less than four months at an Asian Pacific unit, and saw a 34 percent rise in very pleased customers at a start-up plant.

Corporate Leadership Council (2004) found that workers with high levels of engagement performed 20% better than those with low levels. Towers Perrin Talent Report (2003) discovered an association between the amount of working engagement

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in a organization and its year-over-year revenue growth compared to the average growth of the Dow Jones sector in that industry. Over a one-year period, organizations with high levels of engagement had an overall 3.74 percent rise in operating margin and a 2.06 percent increase in net profits, whereas companies with low working engagement saw a 2 percent and 1.38 percent loss in these respective categories.

According to Towers Perrin (2005), a 5% increase in overall worker engagement corresponds to a 7% improvement in operating profitability. It was observed that firms with high employee engagement levels had a 2% to 4% increase in operating margin and net profit margin, whereas those with low employee engagement saw a 1% to 2% decrease in both metrics during a three-year period (Tower Watson referred to in Pekala, 2011). A five-year study by Hewitt Associates (2004) examined the relationship between employee engagement and a variety of financial metrics at a number of different organizations and found the same results as the previous research. Hewitt found, however, that as levels of job engagement rose, so did financial performance measures, since this was a long-term research. Working engagement, customer loyalty, and profitability are all linked, according to Watson Wyatt. There is an increasing need to connect and interact with employees in a virtual working environment to give them with an organizational "identity" as organizations become more worldwide and reliant on technology (Watson Wyatt study referred to in Vazirani, 2007).

According to Vazirani, having a motivated workforce is a key benefit for every business (2007). Engaged workers have the following advantages: Employees

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that are actively involved in their job tend to be more productive and driven. Working engagement and profitability have a strong correlation. Involved Employees create an emotional connection with their employer. This has a positive effect on the organization's customers' perceptions of the organization's products and services. Passion, dedication, and a sense of connection with the organization's strategy and goals are all enhanced when employees are actively involved. Employees that are actively involved in their work will have a greater faith in their employer. An organization's ability to compete depends on its workforce's ability to stay motivated and committed. A high-energy work atmosphere and increased profitability are the results of motivated staff.

Employees who are fully committed to their work, according to Harter et al. (2002), continuously perform above and above their job objectives. A survey of workers found that one in five employees strongly agreed with the statement "whether they have the chance to perform what they do best every day." This impression has a significant impact on the performance of work units. The value of engagement in affecting organizations has been reaffirmed by a number of additional scholars. A growing number of enterprises have begun hiring consulting firms to help them assess employee engagement and give recommendations on how to cultivate an engaged workforce. This strategy has shown to be successful for a large number of companies. A research by the department store chain JCPenney found, for example, that locations in the top quartile of employee engagement had a 10 percent increase in sales volume compared to those in the worst quartile of engagement (Attridge, 2009).

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2.6.1.3 Importance of Working Engagement to Employees

In the literature, most research have focused on the advantages and benefits for employers. Employees and employers will both gain from achieving the organization's goals and creating an atmosphere that encourages employee participation. A study by Harter et al (2002) found that workers' performance improves when they are more engaged, which may be translated into greater financial resources for training and development and higher compensation for employees. In the words of Penna Research Report (2007), "meaning at work has the potential to be a helpful means of bringing companies and workers closer together to the advantage of both.

People prefer to work for companies where they have a sense of purpose. The "Hierarchy of engagement" paradigm developed by Penna (2007) researchers mimics Maslow's hierarchy of needs. Pay and benefits are the essentials at the bottom of the pyramid. Once an employee has met these criteria, the focus shifts to things like career advancement, potential for advancement, and the leadership style of the organization. The employee's ultimate goal is to achieve an alignment of value-meaning that is shown by a genuine feeling of connection, a shared purpose and a shared sense of meaning at work, when the previously mentioned lower-level objectives have been met.

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2.6.1.4 Type of Engagement and Employees

It is observed that engaged employees regularly exhibit three broad behaviors which enhance organizational performance. A good example of this is when an employee promotes the organization to their peers and recommends future employees and customers to the organization. Employees that have a strong desire to stay with the organization, even if they have better prospects elsewhere, are known as "stayers. In order to help the organization succeed, the employee puts in additional work, time, and initiative. They are more willing to go the additional mile for the organization if they are engaged at work. Understanding the varied degrees of engagement offers insight into employee actions that may either favorably or adversely impact corporate effectiveness.. Cognitive, emotional and behavioral factors may all contribute to a sense of working engagement (Vance, 2006).

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In Vance's (2006) framework, engagement may be broken down into three basic categories: cognitive, behavioral, and affective engagements. How employees feel about their workplace, their bosses, and their coworkers is an important part of engagement. It is the value-added component that workers put into their job that is represented in the amount of effort they put in. Blessing White (2005) defines engagement as the degree to which an employee's feelings of job pleasure and commitment (all of which are cognitive ideas) influence how hard he or she is willing to work. There are three types of workers according to Coffman (2002). Engaged employees are those that are enthusiastic about their job, have a strong feeling of personal dedication to it, and have a strong connection to their employer. Employees that are "Engaged" go above and above the call of duty and are essential to the

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organization's progress. At the same time, "Engaged Employee" (Vazirani, 2007) seeks to understand the intended expectations for his position, in order to fulfill and beyond them. In order to be an engaged employee, a person must be a self-starter who is eager to put his or her best effort into the job he or she does every day.

Non-Engaged Employees," according to Coffman (2002), are those who have little enthusiasm for their job. According to Vazirani (2007), a disengaged worker is more likely to focus on the tasks at hand than the larger picture of what he or she is supposed to do. When a worker isn't engaged, he or she is looking for direction. Do everything he tells you to do and say that he completed the chores. Rather of focusing on the end result, he concentrates on the process. In Coffman's (2002) categorization, the final category of workers is called "Actively Disengaged People." This individual, according to Coffman's classification, is busy letting everyone know that he is dissatisfied and attempting to convince those engaged employees into disengaging themselves. When Vazirani (2007) describes this sort of employee as the "cave dwellers," they describe him as "consistently against practically everything," and he acts out his discontent at every chance. People increasingly depend on one other to provide goods and services, which means that the issues and tensions created when disengaged workers are actively involved may do considerable harm to an organization's ability to operate properly.

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2.6.1.5 Drivers of Working Engagement

Managers may learn a lot from previous studies on what makes employees happy at work and use that knowledge to their own practices. The goal of their diagnostic is to identify the factors that contribute to a higher degree of job satisfaction. The academic literature has several studies that add to the knowledge of what drives worker engagement, notwithstanding the abundance of practitioner literature and consulting firms (Robinson et al., 2004). People, organizations, and jobs, according to Saks (2006), have more or less set features that operate as drives. Others believe that the most important factors in a person's success are the acts they do, such as offering learning opportunities or a sense of community (Ologbo and Saudah, 2011; Schaufeli and Bakker, 2004; Bakker and Demerouti, 2007; Schaufeli and Salanova, 2007). Wellins, Bernthal, and Phelps (2006) characterize engagement drivers as the first step to developing an engaged workforce and environment. Gallup, Tower Perrins, Hewitt, Blessing White, and the Corporate Leadership Council are just a few of the research groups that focus on employee engagement. They find that there are about 26 important factors of engagement for managers to take into account while managing their workers in their various organizations.

People who are engaged in their work are more likely to be satisfied with their jobs if they like their work, are given the opportunity to progress professionally and are treated with respect by their supervisors and coworkers. In a study by Robinson et al. (2004), which included data from 10,000 NHS employees, the researchers found that the most important factors in employee motivation are a sense of belonging,

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which includes things like having a voice and having the ability to express one's ideas, as well as the organization's concern for the well-being of its workers.

2.7 Relationship between the transparency and commitment of HRM practices and Working Engagement

Through the revision of the literature, there is a limitation in the conducted study on the relationship between transparency and commitment of human resource practices and the working engagement. Actually, the past studies focused on the effects of human resource management practices on the working engagement rather than the effects of the transparency and commitment of HRM practices.

Absar et al. (2010) explored the impact of HRM practices on the working engagement in 20 manufacturing firms in Bangladesh. The findings of the questionnaire survey that collected from 60 employees showed that there is significant relationship between HRM practice and the employees' satisfaction (working engagement). The researchers founded that the level of working engagement could be increased through many practices such as offer extensive training and development programs for the employees, introduce proper performance appraisal systems, and offer at least reasonable compensation to the employees.

The study of Hunjra et al. (2010) focused on the management role of the HRM practices in the working engagement. The study data was collected using questionnaire survey from 295 employees in Pakistani banks. The significant results showed that the HRM practices such as training and compensations are important to

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enhance working engagement of the employees. The leadership behavior toward the management of HRM practices is necessary for effective implementations of these practices. The leadership should be honest in distribute the HRM practices based on clear policies according to employees working performances.

Kaya et al. (2010) presented the importance of managing the HRM practices to address the employees' satisfaction (working engagement) in Turkish banking sector. Kaya et al. (2010) surveyed 346 employees from 19 banks in the turkey. The study founded that the ideal written policies of HRM practices is one of the main successful keys to improve the working engagement of the employees. The employees could expend more working efforts and time to receive the expected compensations based on the written policies.

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Majumder and Hossain (2012) conducted a study on banking sector in Bangladesh to investigate the effects of HRM practices management on the working engagement. For this purpose, 88 responses from the employees were collected using a questionnaire survey. The study discovered that the HRM practices like training and compensations are important to satisfy the extrinsic need of the employees, which improve the working engagement. However, the lack of the management in HRM practices could discourage the working engagement of the employees. The HRM practices should be clarified for all employees based on ideal roles according to employees' achievements in working environment.

Mochama (2013) examined the effects of awarding equal employee benefits on employees' level of job satisfaction like working engagement, also explored the

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link between equal employee benefits and job performance based on a study conducted at the Kenya Pipeline Organization, Eldoret Branch in Kenya. The study established that there is a positive correlation between equal employee benefits and level of job satisfaction among employees. There was also a significant correlation between equal employee benefits and increased efficiency as well as profitability. Conversely, there was no significant relationship between equal employee benefits and corporate image, employee retention, cost reduction and staff morale.

Sai'd, Subramaniam, and Shamsudin (2014) explored the role of HRM practices in influencing cyber deviance. It also seeks to examine whether job satisfaction mediates the link between HR practices and cyber deviance. The study uses four dimensions of HRM practices i.e. performance appraisal, compensation practice, career advancement, and employment security, while job satisfaction yielded two dimensions i.e. satisfaction with pay, and satisfaction with workload. Results showed that all four dimensions of HR practices were significantly able to explain 68.8% of the variance in cyber-deviance. Satisfaction with pay was found to partially mediate the link between performance appraisal and cyber deviance. On the other hand, satisfaction with workload was a partial mediator between performance appraisal and cyber deviance, and between career advancement and cyber deviance.

Ijigu (2015) studied the effect of manage the HRM practices on the employees satisfaction (working engagement) in Ethiopian public banks. To study this effect, a questionnaire survey was conducted with 333 banks employees. The results shows that the HRM practices like training and compensations are importance to enhance the motivation level of working engagement. The provided HRM practices should be

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managed effectively to ensure the working engagement, which lead them to do their best to accomplish the working tasks. The HRM practices management could be improved though structure policies that clarified by the leaderships.

The study of Wahlberg et al. (2017) shows that there is significant relationship between the HRM practices such as compensations and the employees' working engagement in the hotels. The compensations could motivate the employees to enhance the quality of provided services in the hotels. On the other hand, Gerards et al. (2018) mentioned that the HRM practices such as training and compensations are effective motivators to enhance the working engagement of the employees in the organizations of services providing such as banks, hospitals, and hotels.

Furthermore, Setiyani et al. (2019) explained that the employees of low HRM practices expectations could pay less working intention than the employees of high HRM practices expectations. Hence, the leaders should manage the HRM practices based on effective policies in order to enhance the level of employees' working engagement.

Additionally, the study of González-Gancedo et al. (2019) focuses on the relationship between the HRM practices and working engagement in health organizations such as hospitals. As other studies, the researchers founded that the sufficient HRM practices play important roles in improve the employees' working engagement, which enhance the performance of health services in the hospitals.

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Based on the above studies, it is clear that the effective HRM practices are important to increase the working engagement level of the employees, which encourage them to engage their working activities using more efforts. The management of HRM practices through ideal and effective policies is necessary to motivate the employees to do their best in order to receive the expected HRM practices based on clear roles. The past studies focus on the contents of the HRM practices such as training and compensations and its role in enhance the employee's working engagement. However, there are few evidence that provided by the past studies about the relationship between HRM practices transparency & commitment and the employees' working engagement. Thus, this research tries to highlight the importance of effective applying the HRM practices policies in improve the working engagement. The effective applying of HRM practices includes two important issues: (1) transparency and clearness of HRM practices for all employees, and (2) leaders' commitment in applying the HRM practices policy within the working environment. The next section discusses the third research variables, which is the job performance.

2.8 Job Performance

According to Boerneret, al. (2007), job performance can be defined in terms of whether employees' behaviors contribute to organizational goals. Performance can be seen as an individual, group, or organizational task performance. Organizations have a vital need to understand how to improve employee's performance, and therefore they try to find anexplanation as to why employees fail to perform (Mulki et al., 2015). Employee performance can be defined as an

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employee ability to accomplish tasks assigned to him or her in an organizational context (Khurshid et al., 2017).

Methotet al., (2016), explained that performance is behavior with an evaluative aspect. The dominant methods used to measure job performance,namely performance ratings from supervisors and peers. One further element of performance is that the behaviors must be relevant to the goals of the organization.

There are numerous causes that affect the level of performance. García-Sánchez et al. (2018) consider internal determinants as very important factors that affect job performance. Interval determinants are divided into two main aspects. The first aspect is the skills and abilities for a given job that the employee has. The second aspect is the role perceptions or the requirements for a job as an influence on work performance. This means that if one perceives his/her job role accurately, he/she would be considered as an adequate performer. Conversely, the one who does not perceive the requirements of the job would be considered as ineffective (Batory & Batory, 2015).

In addition to the internal factors that affect employee performance, other factors that relate more to the external environment determine the adequate performance of the employees (Kuratko et al., 2014). Work conditions are an example of the external environmental factor that influences the level of performance.

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Another reason that influences performance can be communication (Lazaroiu, 2015). Sometimes managers fail to communicate specifically what employees need to improve and why, which can lead to decreased performance. Motivation is necessary for performance. It makes workers to perform well and put more effort to work. Motivation reduces the rate of absenteeismand encourages stability/ loyalty with an organization. Its make people to adapt to organizational change.

Job performance is a critical antecedent of performance management (Mone, 2018). A job consists of a number of interrelated tasks, duties, and responsibilities which a job holder needs to carry out, whereas performance is a behavior or action that is relevant for the organization's goals and that can be measured in terms of the level of proficiency or contribution to goals that is represented by a particular or set of actions (Campbell, 1988). This implies that job performance involves certain functional as well as behavioral competencies. Thefactors tend to impact job performance are as follows (Mohamedi, 2013; Kohli, 2008):

a. Knowledge: Knowledge is the acquaintance with facts, truth or principles, as from study or investigation. Knowledge provides a tool to an employee to carry out tasks and activities in the organizational context. However, knowledge can be categorized as either declarative knowledge which is concerned with what an employee knows, or proceduralknowledge that refers to what an employee can do (Mohamedi, 2013, Kohli, 2008).

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b. Motivation of the employees. A mere possession of knowledge or the ability to perform a given job cannot guarantee job performance, if the employee lacks the motivation to perform. Only motivated employees will make a concerted effort to perform. Individualemployees may be motivated either based on individual factors like recognition anddriving needs, or organizational factors for example enabling culture, feedback environment, existence of effective performance management leadership's support and encouragement (Mohamedi, 2013; Kohli, 2008).

a. Feedback: Employees tend to perform well at their jobs if they are provided with feedback that is meaningful and constructive. Such feedback helps employees identify areas of improvement and they tend to work harder to overcome the performance gaps. Existence of feedback oriented workplace environment is crucial to improve performance of employees on an ongoing basis (Mohamedi, 2013; Kohli 2008).

b. Leadership: Leadership has a profound influence on the employee's morale and motivation and organizational culture Many times, top leaders had to leave their organizations, not because they did not have the job knowledge or skills, but failure to set right the organizational culture. Effective leaders tend to solicit employees engagement in steering their organization forward. They encourage suggestion, trust them, encouragetaking risk and elicit full mental participation of their employees in improvingorganizational performance. (Mohamedi, 2013; Kohli, 2008).

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c. Personality: Personality is the key dimension of behavior, and behavior is a foundation performance of employees. However, personality is shaped by various endogenous and exogenous factors. Indeed, personality influences the behavior and impacts employees' job performance (Mohamedi, 2013; Kohli, 2008).

Orpen (1997), conducted study on the effect of formal mentoring on employee work motivation, organization commitment and job performance in UK. The study revealed that mentoring can improve employees' attitude without necessarily raising their performance. The study mainly focused on the aspect of mentoring on performance. It neglected theaspect of motivation on job performance which my study intends to address.

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Opu (2008) did a research focusing on motivation measures and improving workers performance in Kitgum district in Uganda. She found that, workers were not performing well in Kitgum district because salaries and allowances at the district were veryinadequate and not able to meet people's basic needs. Team work was not there between managers and subordinates which also hindering good performance. However, intrinsic motivators such as achievement, advancement, responsibility and recognition were identified to be well expressed in the district.

Also, Ghaznav (2011), conducted study on the employee motivation on job performance. The purpose of his study was to determine the importance of employee motivation on Faysal Bank in Karachi, Pakistan. Uzma in his study

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found that 50% of his employees were not happy about their salary. That is to say salary was no given priority toemployees, though employees were satisfied with their job security. There is a gap of financial incentives and fringe benefits.

On the other hand, Nchorbuno (2011) conducted a research on the Roles of Motivation on employee performance in university for development Studies-WA Campus. He found that motivational packages available to employees in the university were largely inadequate. Hostile environment within the university were not promoting efficient work. Since workers were found to be poorly motivated, this resulted into poor attitude towards work, lateness to work, absenteeism and indiscipline hence poor job performance.

05-45068 Moreover, Safakli et al. (2012), conducted a study on Universality of Factors motivating employees in Banking Sector of Northern Cyprus. Their study revealed that the most important factors motivating employees are equitable wage and promotion, extended health benefits and working environment. Furthermore, when compared with a similarstudy in Finland, it is found out that the most important factor motivating employees in both countries is wage.This study shows the gap of place where it conducted in a developed country while a researcher study is focused in banking sector located in Tanzania as a less developing country.

In addition, Owusu (2012) conducted study on the effect of motivation on employee job performance. The purpose of his study was to analyze and determine the motivational package that influences the performance of

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employees at Ghana commercial Bank. The bank achieved its corporate goals as well as employee job performance simply because theorganization was using extrinsic motivation package which covers periodic enhanced salariesto employees, fringe benefits and promotions.

Onther study is conducted by Sagwa et al. (2015) to determine whether the effect of HRMP on firm performance is mediated by employee outcomes using Nairobi Securities Exchange (NSE) listed firms, through cross sectional descriptive survey. The results of the study show a statistically significant relationship between HRMP and firm performance. The Baron and Kenny approach was used to test for mediation. The results show that the relationship between HRMP and firm performance is not mediated by employee outcomes.

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The study of Kiprotich et al. (2018) focused on the relationship between the job performance and total quality management in Kenya's organizations. The study founded that the achieving of job performance difficult due many factors such as manage the individual/teamwork jobs, connect between workers tasks and organizational goals, and perform the organization services based on customers' expectations. Out of many complex relationships, the organizations need to find the best ways to enhance the services accuracy, services quality, and employees' productivity.

Furthermore, the study of Ekemam and Njoku (2020) shows that the job performance is one of the main targets of the organizations of public services to achieve the total quality management. The total quality of the organizations

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could be addressed through improve many services dimensions such as services accuracy, quality, flexibility, delivery time, and reduce the services costs. However, the services accuracy and quality are the most important dimensions to address the customers' satisfactions.

Lastly, Abbas (2020) study shows many dimensions of the job performance in the organizations. The study discusses two main important job performance dimensions, which are the quality of the provided services by the organizations, and the level of services accuracy that conducted by the employees.

Based on the above discussion of the job performance, it can be concluded that the main measurement indicator of the job performance is the effectiveness of the tasks that accomplished by the employees using their knowledge, skills, and experiences. The tasks effectiveness could be determined through two main dimensions which are the tasks accuracy and quality. The next two sub section clarifies these two dimensions.

2.8.1 Tasks Accuracy

Cheng et al. (2007) explained that the accuracy of the tasks that accomplished by the employees is one of the most important dimensions of job performance. The tasks accuracy is determined by the number of errors that occurred while accomplish the working tasks by the employees (Chiaburu et al., 2017). Also, the tasks accuracy can be defined as the number of tasks the participant completed to

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criteria specified as compared to the total number of tasks, he or she completed during a set amount of time (Abbas, 2020; Ekemam et al., 2020; Kiprotich et al., 2018). Thus, the quantity and accuracy of work performed is related; the total number of tasks completed, regardless of accuracy, as compared to the total number of tasks completed by a typically developed adult in the same amount of time (Morris et al., 2015).

On other words, the job performance of the employees can be measured through the tasks productivity comparing with the number of occurred errors while product these tasks (Masa'deh et al., 2016). For example, the first employees can product few tasks daily without errors, while the second employees can product large number of tasks with many errors. The organizations need to motivate the employees to conduct the expected number of tasks in specific duration with low errors.

In conclusion, the accuracy of the tasks is very important to minimize the wasted resources and expenses due to inaccurate services (i.e. repeated tasks). Also, the inaccurate tasks will increase the required time and efforts that needed to accomplish the tasks. Thus, the employees should conduct the expected working tasks without errors in the target time. This could increase the quality and productivity of the services that provided by the organization.

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2.8.2 Tasks Quality

The tasks quality is important indicator of the job performance job performance (Cheng et al., 2007). The tasks quality is the characteristics of the accomplished services by the employees. The employees should accomplish their tasks based on the goals, missions, and strategies of the organization (Abbas, 2020; Ekemam et al., 2020; Kiprotich et al., 2018). The quality of the products or services is determining according to the quality of the working tasks that conducted by the individuals or teams (de Menezes et al., 2016).

Arora and Stoner (1996) mentioned that the quality of tasks and services should be assured in order to satisfy the customers' satisfaction, which increases the gained profits of the organization. According to Hsu et al. (2016), "it is the responsibility of the organization managers to ensure that the organizations strive to and thus achieve high performance levels. This therefore implies that managers have to set the desired levels of performance for any periods in question. This they can do by for example setting goals and standards against which individual performance can be measured.

Companies ensure that their employees are contributing to producing high quality products and/or services through the process of employee performance management (Hsu et al., 2016). This management process encourages employees to get involved in planning for the organization, and therefore participates by having a role in the entire process thus creating motivation for high performance levels (Dhar, 2015). It is important to note that performance management

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includes activities that ensure that organizational goals are being consistently met in an effective and efficient manner.

Performance management can focus on performance of the employees, a department, processes to build a product or service, etc (Katzenbach & Smith, 2015). Earlier research on productivity of workers has showed that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs (Iaffaldano & Muchinsky, 1985). Further still, Westover et al. (2010) document that employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets.

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2.9 Relationship between Working Engagement and Job Performance

There are clear studies were conducted on the relationship between the working engagement and the job performance (Miranda et al., 2020; Adawiyah et al., 2020; González-Gancedo, 2019; Yin, 2018; Gerards et al., 2018; Wahlberg et al., 2017; Yalabik et al., 2017). Thus, the relationship between working engagement and job performance is not considered as a research gap.

The past studies show that the job performance (such as services accuracy and quality) are very depending on the level of employees' working engagement in the organization (Miranda et al., 2020; Adawiyah et al., 2020; González-Gancedo, 2019; Yin, 2018; Gerards et al., 2018; Wahlberg et al., 2017; Yalabik et al.,

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2017). The employees who feel that they a part of organization could expend more efforts and time to improve the services accuracy and quality, which improve the total job performance of the organization. On the other side, the employees of low working engagement level could pay less intention to serve the organizational goals and strategies toward the services performance.

For example, Almarganhi (2008) conducted a research focused on the relationship between motivation and job satisfaction (working engagement) on employee performance in University of Utera Malaysia. The Thesis found that job satisfaction has significance positively influence to the employee performance rather than motivation. In this study, there is a gap of time of 6years to date2

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Another example is the study of Gure (2010), which researched on the impact of motivation on employee performance at Nationlink Telecom Somalia. On her thesis she found that motivation has strong positive influence on employee's performance rather than job satisfaction. Satisfaction has low significant on employees performance. However, the study concluded that motivation among support staff contributes more to the employees' performance of support employees of Nation link Telecom Somalia.

On the other hand, Karanja (2012) conducted a research on the effects of reward system onemployees performance in Cooperative bank headquarter in Nairobi, Kenya. The study adopted explanatory research design. The target population was employees of Cooperative Bank of Kenya. The result from his

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study revealed that motivation, creativity, job satisfaction and team work had a positive and significant effect on employee performance.The gap of this study can be seen as it is focused on the effects of rewards system on employee performance in cooperative bank in Nairobi while a researcher study focused on the impact of employee motivation on job performance on Tanzania Postal Bank

2.10 The mediating effects of working engagement on the relationships between transparency and commitment of HRM practices and job performance.

Through review the literature carefully, there is few works is conducted on the relationship by the transparency and commitment of HRM practices and job performance through the mediating effects of the working engagement in the banks.

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Rizal et al., (2014) demonstrated empirically effect of compensation on motivation, organizational commitment on employee performance at Local Apparatus Work Unit (LAWU) at Local Revenue Management in Kendari. Data analysis used is SEM (Structural Equation Model) indicated that compensation has significant effect on motivation and working engagement but does not have significant effect on employee performance. Working engagement and motivation have significant effect on employee's performance, as well as a significant effect of organizational commitment on employee performance. In addition, this study found that compensation cannot directly improve employee performance, but able to increase motivation and strengthen organizational

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commitment. Motivation gives a strong effect on relationship between compensation and employee performance than between motivation and working engagement or through organizational commitment only.

On the other hand, Sattar et al. (2105) examined the impact of human resource practices on employees' satisfaction and performance through mediating role of working engagement in three leading banks of Multan city (Pakistan). The findings revealed that training and empowerment of the workers contributes more to employees' work performance and their job satisfaction than that of rewards/incentives. However, rewards/incentives are significantly ($P < 0.01$) related with the working engagement in organizational activities.

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Furthermrore, Siramiati et, al. (2016) used a conceptual framework and indicated that some employees have a high boarding costs expected by activities of the organization and can be run properly. Human resources owned should actually have full support in terms of performance-based compensation and motivation to work in order to produce job satisfaction and higher employee performance.

The above works focused on the HRM practices rather than the transparency and commitment of HRM practices. The management of HRP should cover the transparency of HRM practices policies, leadership's commitment of applying the HRM practices, and the effective HRM practices based on employees performance. These dimensions are not explored by the past studies. In addition, the dimensions of job performance where not explored based

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on the accuracy and the quality that conducted by the employees. The next section explains the research gap as well as the conceptual model of this research.

2.11 Research Gap and Conceptual Model

Based on the literature review, the research gap can be summarized as the following three points:

i. There is limitation in the conducted studies on the transparency and commitment of HRM practices in the banks. That past studies shows the importance of HRM practices implementations to motivate the employees in the working environment. Other studies show the importance of manages the HRM practices using effective and ideal policies. However, there are limitations in the conducted studies on the importance of HRM practices transparency for the employees, and the commitment of leaderships toward these policies. This research will try to fill this gap through investigate the importance of clarify the roles of HRM practices through transparent policies, and the importance of leadership commitment to transfer these policies as real actions in the working environment.

ii. There is limitation in the conducted studies on the relationship between transparency and commitment of HRM practices and working engagement in the banks. The past studies showed the positive relationship between the HRM practices and the working engagement. Other studies showed the relationship

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between the management of HRM practices and the working engagement. However, there is a limitation in the conducted studies on the relationship between transparency and commitment of HRM practices and the working engagement.

iii. There are few evidence of the mediating effects of working engagement on the relationship between transparency and commitment of HRM practices and job performance in the banks. Actually, there is no clear studies that founded to show this relationship. Thus, this research will try to investigate the relationship between transparency and commitment of HRM practices as independent variable, the working engagement is mediating variable, and the job performance as dependent variable. The next section presents the conceptual model of this research.

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According to various studies that conducted on the HRM practices management, employees' satisfaction, and job performance variables, the most important dimensions of job performance are the quality and accuracy of that tasks that conducted by the employees. On the other hand, the main dimension of the employee satisfaction is the working engagement. Moreover, the main elements of the HRP practices are the transparency of HRM practices, leaderships' commitment of applying the HRM practices policies, Table 2.2 summarizes the definitions of the main research variables and its sub-dimensions.

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Table 2.2

Definition's summary of research variables and dimensions

Main Variable	Definition	Sub-dimensions	Definition
HRM practices management	The management of HRP is the policies that suggested by the leaderships to clarify the expected benefits of HRP that could received based on the working activities of the employees.	Economic benefits	The economic benefits of HRP is the benefits such as compensations and free training that could be received based on the working performance of the employees.
		Transparency of HRM practices policies	Transparency of HRP policies is the clearness of HRP roles using written policies that can easily reviewed by the employees.
		Commitment of HRM practices policies	Commitment of HRP policies is the leadership authenticity of applying the defined HRP policies in the organization.
Employees Satisfaction	Employees' satisfaction is the positive emotions of the employees regarding to working environment.	Working Engagement	The working engagement is the level of employees' commitment to accomplish the working tasks effectively based on the organization strategies, plans, and objectives.
Job Performance	Job performance is the performance level of individual working tasks that accomplished by the employees according to organization objectives, missions, and strategies. .	Tasks Accuracy	Task accuracy is the number of free error tasks that conducted by the employees.
		Tasks Quality	Tasks quality is the matching between the tasks that conducted by the employees and the organization objectives, missions, and strategies.

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Based on the above discussion and Table 2.2 in the previous section, Figure 2.12 illustrates the theoretical framework of this research. The management of HRP is the independent variable (Transparency of HRM practices, Commitment of applying HRM practices). The management of HRM practices could improve the working engagement as mediating variable, and consequently improve the job performance as dependent variable (tasks accuracy and quality). Therefore, the role of the HRM practices management on Job performance through the working engagement could be investigated in Iraqi banks. This investigation offers good understanding of the situation of HRM practices management in Iraqi banks and the HRM practices requirements that needed to enhance the working engagement in order to enhance the job performance.

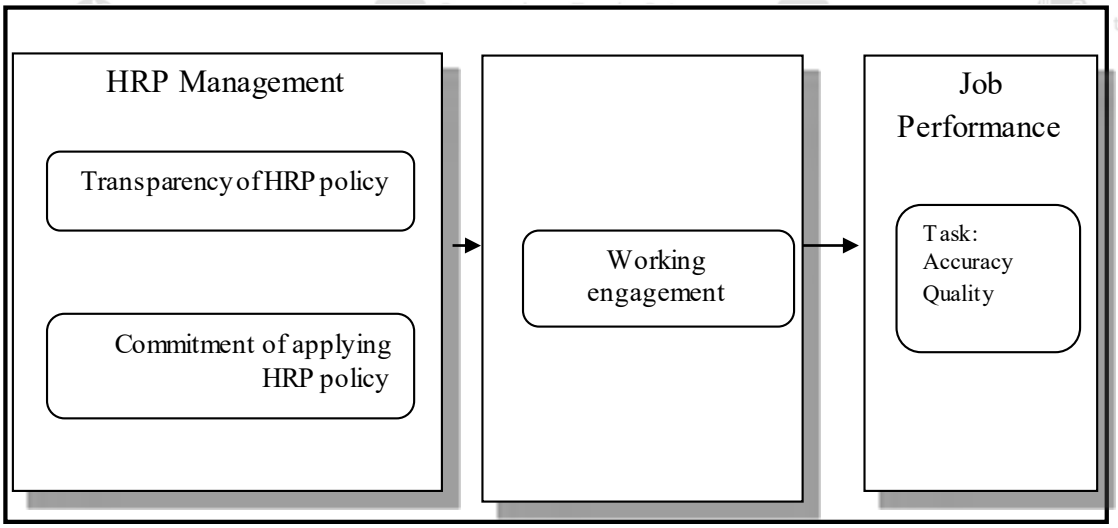


Figure 2.11. Research Theoretical Model

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2.12 Hypothesis Development

Based on the defined variables in the research framework in previous section, there are three main research hypotheses are developed in order to address the research objectives. This section presents the developed research hypotheses.

2.12.1 Development of H1

As above mentioned in chapter 1, the first research objective is to identify the relationship between transparency and commitment of HRM practices and working engagement in Iraqi banks. To address this objective, the first research hypothesis needs to be tested. The leadership commitment in applying effective extrinsic benefits of HRM practices based on transparent policies in the working environment could enhance the level of the employees' working engagement in the Iraqi banks. Thus, the first research hypothesis is as the follows:

- **H1*:*** There is a significant relationship between transparency and commitment of HRM practices and employees' working engagement in Iraqi Banks.

In order to test the first research hypothesis, there are two sub hypotheses are required to be tested. Firstly, the transparency of HRM practices policies in the Iraqi banks could have significant role in the working engagement of the employees. The responsibilities and rules that would be conducted to receive the HRM practices by

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the employees should be clear to increase the working engagement level in working environment. Thus, H1a can be formulated as the following:

- H1a: there is a significant impact between transparency of HRM practice and working engagement in Iraqi banks.

Secondly, the leadership's commitment in applying the HRM practices policies could has significant role in enhance the working engagement in the Iraqi banks. The leaderships should be commitment and honest in applying the HRM practices policies to build trust relationship with the employees, which could enhance the employee's engagement level of conduct the working tasks. Thus, H1b can be formulated as the following:

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- H1b: There is a significant impact between commitment of HRM practice and working engagement in Iraqi banks.

2.12.2 Development of H2

As mentioned in chapter 1, the second research objective is to identify the relationship between working engagement and job performance in Iraqi banks. To address this objective, the second research hypothesis needs to be tested. The enhancements on the employee satisfaction (working engagement) could improve the job performance of the banks (accuracy and quality of accomplished tasks by the employees). Thus, the third research hypothesis is as the follows:

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- H2: There is a significant impact between working engagement and Job performance in Iraqi banks.

In order to test the second research hypothesis, there are two sub hypotheses are required to be tested. Firstly, the enhancement on working engagement could have significant role in improve the accuracy of the tasks the accomplished by the employee on the Iraqi banks. The employees should provide high engagement level in working activities to accomplish accurate working tasks. Hence, the H2a can be represented as the following:

- H2a: There is a significant impact between working engagement and accuracy of working tasks in Iraqi banks.

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Secondly, the enhancement on working engagement could have significant role in improve the quality of the tasks the accomplished by the employee on the Iraqi banks. The employees should provide high engagement level in working activities to accomplish quality working tasks. Therefore, the H2b can be represented as the following:

- H2b: There is a significant impact between working engagement and quality of working tasks in Iraqi banks.

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2.12.3 Development of H3

As mentioned in chapter 1, the third research objective is to investigate the mediation effect of working engagement on the relationship between transparency and commitment of HRM practices and job performance in Iraqi banks. The leadership's commitment and honesty in applying effective extrinsic benefits of HRM practices based on transparent policies could enhance the working engagement level of the employees in the Iraqi banks, thus, the accuracy and quality of the conducted tasks by the employees could be improved, which result to improve the job performance in the Iraqi banks. Hence, H3 can be formulated as the following to test the overall research model:

- H3: There is a significant mediating effect of working engagement on the relationship between transparency & commitment of HRM practices and job performance in Iraqi banks.

2.13 Chapter Suammry

This chapter presents various theories to support the standpoint of this research which is the role of transparency and commitment of HRM practices on Job performance through the employees' working engagement.

The related works are reviewed to explain the main concepts and directions of research variables. The most important dimensions of the transparency and

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commitment of HRM practices are the effective HRM practices (such as training and compensations), transparency of HRM practices policies, and leadership's commitment toward the HRM practices policies. On the other hand, the main dimension of the employees' satisfaction is the level of working engagement. Moreover, the main dimensions of the job performance are the tasks accuracy and quality.

By reviewing the empirical works that related to research variables, there are three identified gaps; (1) the limitations in the conducted works on the transparency and commitment of HRM practices in the banks, (2) the limitation in the studies that are conducted on the relationship between the transparency and commitment of HRM practices and working engagement in the banks, and (3) the few evidences of the relationship between the transparency and commitment of HRM practices and job performance through the effect of employees working engagement in the banks.

Thus, the theoretical framework of this research is formulated to fill the identified gap. The management of HRM practices could increase the level of employees' working engagement in the banks, which improve their job performance. The next chapter presents the conducted research methodology and processes in relation with research objectives, and in the context of this research development.

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CHAPTER 3

RESEARCH METHODOLOGY

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3.0 Introduction

This chapter presents the methodology of this research, includes the research design, research settings, population and sample, and data collection instrument. This chapter consists of eight main sections; the 1st section views the research framework, the 2nd section explains the research hypotheses, the 3rd section presents the research design, the 4th section discusses the population and sampling procedures, the 5th section discusses the questionnaire design, the 6th section presents the data collection procedures, the 7th section explains the analysis methods, and lastly the 8th section summarizes this chapter.

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3.1 Research Framework

The main variables of this research are the transparency and commitment of HRM practices, working engagement, and job performance of the organizations. The transparency and commitment of HRM practices can be defined as the clear policies of HRM practices and the honesty of apply these policies in the working environment. The leaderships should clarify the HRM practices policies to the employees, clarify the roles to receive the HRM practices, and commitment in apply the HRM practices policies as real actions in working environment.

Moreover, the working engagement can be defined as how much the employees like or dislike their work and the extent how much their expectations concerning work are fulfilled. The ensuring of working engagement is important to enhance the level of employees' motivation in working environment. The extrinsic benefit is one of the main success keys that could assure the employees' engagement in working environment. The leadership should apply various actions and strategies to satisfy the extrinsic needs of the employees.

Hence, the job performance can be defined as the effective achieving of organizations goals/missions through the working tasks that accomplished by the employees. The high level of job performance is necessary to improve the competitive advantages of the organizations and assure the businesses survival. The total job performance is very depending on the performance level of the individual tasks that conducted by the employees. Thus, the employees should expend the efforts and time to accomplish their working tasks in best ways.

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The paradigm of this research is to investigate the impact of transparency and commitment of HRM practices on the job performance through employees' working engagement in the banks. Without effective management of HRM practices policies in the banks, it is difficult to address the employees' working engagement, and therefore, the level of employees' job performance could be decreased, which effect on the total job performance of the banks.

The total job performance of the banks would be improved through motivate the employees to conduct high performance level of their working tasks. The employee's motivation requires the employees' satisfaction through fulfills their extrinsic needs. Thus, the extrinsic benefits of HRM practices must be managed effectively. The effective management of HRM practices involves three main activities, the matching between HRM practices and the extrinsic needs of the employees, the clearness of HRM practices policies and roles, and the leadership's commitment of applying the HRM practices policies as real action in the working environment.

Hence, in this research, the transparency and commitment of effective HRM practices is the independent variable, the working engagement is the mediating variables, and the job performance is the dependent variable (Figure 3.1).

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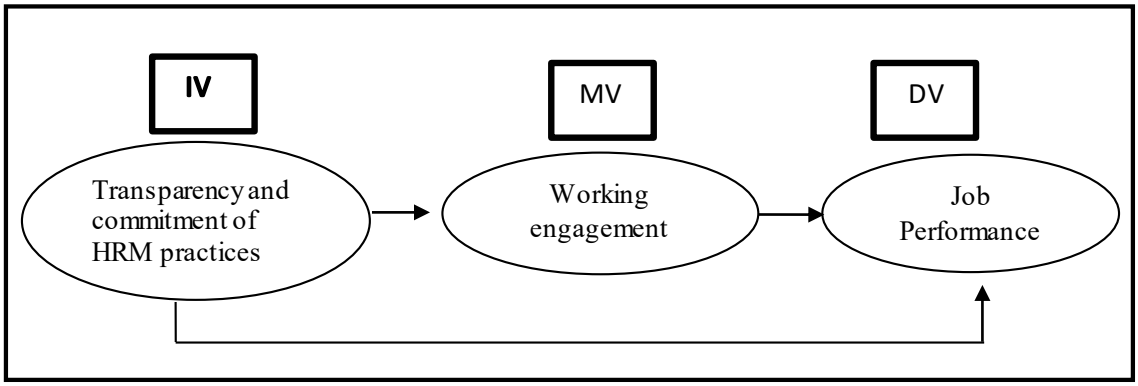


Figure 3.1. General Research Framework

The main dimensions of the transparency and commitment of HRP variable are the transparency of HRM practices policies, and the commitment of applying the HRM practices policies. The free training and several compensations (salary, bonuses, allowances, end of service indemnity, rewards, insurance, social security, and travel) should be managed to satisfy the extrinsic needs of the employees. The employees must understand the responsibilities and the roles that would be conducted to receive the extrinsic benefits of the HRM practices. The clearness of HRM practices policies (responsibilities and roles) could motivate the employees to do their working tasks effectively to receive the expected HRM practices. Thus, the leadership's authenticity of applying the expected HRM practices based on clear policy is very important to build trust relationship between the employees and leaderships, which increase the motivation level of the employees to conduct their working tasks effectively.

On the other hand, the main dimension of the employees' satisfaction is the working engagement. The working engagement is the level of employees' commitment to accomplish the working tasks effectively based on the organization

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strategies, plans, and objectives. The effective working engagement could indicate the level of employees' satisfaction.

Furthermore, the main dimensions of the job performance are the quality and accuracy of the working tasks that conducted by the employees. The total job performance of the organization is come as a result of the performance of individual working tasks that accomplished by the employees. Thus, the employees should conduct accurate and quality tasks or services in order to assure high level of job performance. Put the research main variables and its sub-dimensions in the context of the research paradigm, the research framework is illustrated in Figure 3.2

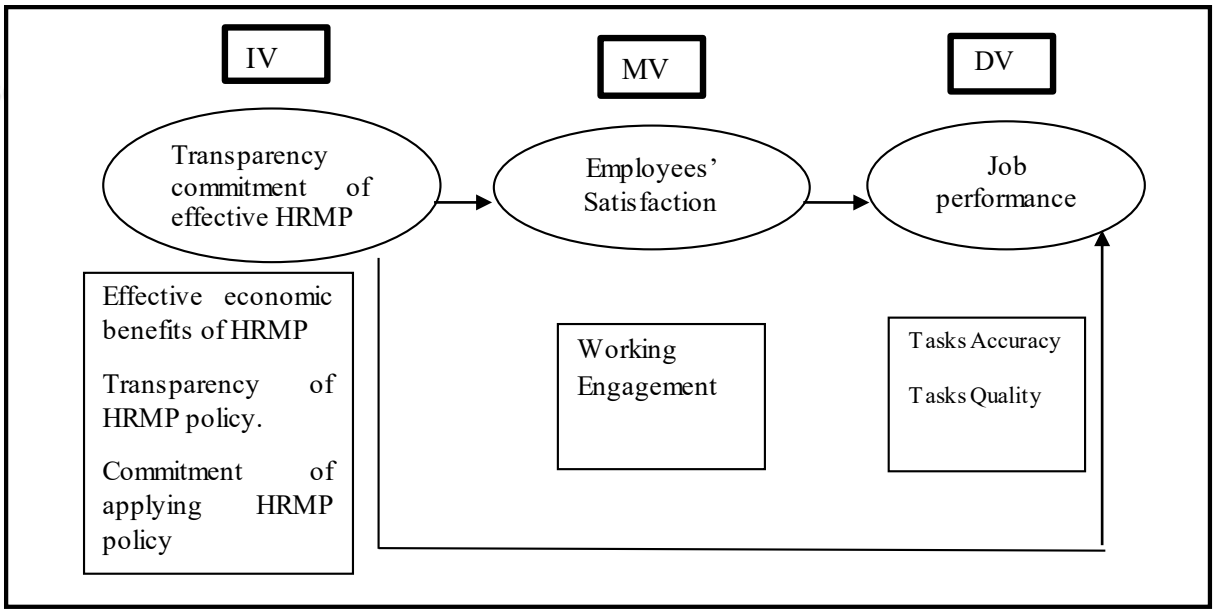


Figure 3.2. Research Framework

This study undertook an exploratory research, which tries to find new phenomena in the relationships between Transparency and commitments of HRM practices and Job performance (Tasks accuracy and quality) through employees'

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satisfaction (working engagement). This research is important due to limitations of conducted studies in this area in banking sector. Based on the research framework, the next section presents the developed hypotheses of this research.

Based on the defined variables in the research framework in previous section, there are three main research hypotheses are developed in order to address the research objectives. This section presents the developed research hypotheses.

- **H1*:*** There is a significant relationship between transparency and commitment of HRM practices and employees' working engagement in Iraqi Banks.
- H1a: there is a significant impact between transparency of HRM practice and working engagement in Iraqi banks.
- H1b: There is a significant impact between commitment of HRM practice and working engagement in Iraqi banks.
- H2: There is a significant impact between working engagement and Job performance in Iraqi banks.
- H2a: There is a significant impact between working engagement and accuracy of working tasks in Iraqi banks.
- H2b: There is a significant impact between working engagement and quality of working tasks in Iraqi banks.
- H3: There is a significant mediating effect of working engagement on the relationship between transparency & commitment of HRM practices and job performance in Iraqi banks.

Table 3.1 summarizes all developed research hypotheses and presents the connection between research objectives and these hypotheses.

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Table 3.1

Summary of Research Hypotheses

Main Research Hypothesis	**Sub Hypothesis**	**Connected research Objective**
H1: There is a significant relationship between transparency and commitment of HRM practices and employees' working engagement in Iraqi Banks.	H1a: there is a significant impact between transparency of HRM practice and working engagement in Iraqi banks.	To investigate the relationship between transparency and commitment of HRM practices and employees' working engagement in Iraqi banks.
	H1b: There is a significant impact between commitment of HRM practice and working engagement in Iraqi banks.	
H2: There is a significant impact between working engagement and Job performance in Iraqi banks.	H2a: There is a significant impact between working engagement and accuracy of working tasks in Iraqi banks.	To investigate the relationship between employees' working engagement and job performance in Iraqi banks.
	H2b: There is a significant impact between working engagement and quality of working tasks in Iraqi banks.	
H3: There is a significant mediating effect of working engagement on the relationship between transparency & commitment of HRM practices and job performance in Iraqi banks.	-	To examine the mediation effect of employees' working engagement on the relationship between transparency and commitment of HRM practices and job performance in Iraqi banks.

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3.2 Research Design

According to Fellows and Liu (2015), the research methodology is "the analysis of, and rationale for, particular method or methods used in a given study". The research method(s) should be conducted through sequence and related activities (such as data collection and analysis) in order to address the research objectives. Thus, the results of research method(s) represent the overall research outcome. In order to assure the quality of research outcome, the research method(s) should be selected and conducted usefully based on the nature of research objectives.

Dawson (2002) explained that the research methodology is the plan of data collection, data analysis, and link between research finding and implications. The clearness of research methodology could reduce the mistakes of research processes, allow the researcher to understand how accomplish the research activities, and allow the simple understanding of the research directions and contents by readers.

Burns and Grove (2003) define a research design as "a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings".

There are several paradigms that are used in social science. However, the most known are the positivism and the constructionsim. Positivism is objective, empirical, traditional and researcher is independent from the research and it uses a quantitative method to understand phenomena (Ryan 2015). On the other hand, the constructivism is subjective and the researchers is not independent from the reseach. In other words,

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the researchers can affect the result of the study. Usually, constructivism uses a qualitative approach (Hall, 2013; Lee, 2012). This study deploys the positivisim paradigam due to the fact that the study is quantitative and the reseracher uses a structured questionanire as a tool for data collection.

Studies can be categorized into three groups (Sekaran & Bougie 2016). First is the exploratory study, which is based mainly on qualitative data such as the interview and the focus group. The descriptive study is based on describing the characteristics of the study variables such as age, gender, educational level and social status. Lastly, the explanatory study and it is based on quantitative data (Sekaran & Bougie 2016). This study is quantitative in nature and attempts to explain and arrive at a more accurate understanding of the job performance of employees in Iraqi public organizations by investigating the interrelationship among the variables of this study. Accordingly, the design of explanatory research that is based on hypotheses testing and on the relevant theories considered the most suitable for this study.

Therefore, the researcher has chosen the design of the explanatory research. This is mainly due to the fact that the researcher uses deductive reasoning instead of inductive in this study, and because this study involves testing hypotheses that have been developed based on the literature and existing theories. Accordingly, since the study is hypotheses testing based, this research uses a quantitative questionnaire as an instrument for data collection.

As a fact, many researchers believe that the questionnaire is one of the best ways to collect data because of the benefits that can be achieved through the

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questionnaire, as this tool allows researchers to evaluate large numbers of variables in one study (Ryan 2015). The questionnaire is also the most appropriate tool to describe the trends or the causal relationships among the variables with an aim to generalize the results. In addition, given the short data collection period, the questionnaire allows a researcher to collect a large number of responses within a relatively short period of time without the presence of the researcher at the place of the research (Sekaran & Bougie 2016). Based on the above, questionnaire has been used in this study as a method to collect data.

This study goes through several phases. In Phase 1, the study attempted to identify the problem and develop the research questions and objectives. In phase 2, the study conducted a literature review to support the problem and to find the existing solution in previous studies. Based on the review of theories and existing model, the study developed the conceptual framework in Phase 3. To examine the conceptual framework, the study needs to identify the population of the study as well as determine the sample technique and sample size. This tasks along with the determination of the instrument of data collection are done in Phase 4. In Phase 5, the study conducts the data analysis using SPSS and AMOS. The SPSS are used for preliminary analysis while the AMOS is used to examine the hypotheses of this study. Based on the findings, the recommendation and conclusion of this study are derived and presented in Phase 6. Figure 3.1 shows the research process of this study.

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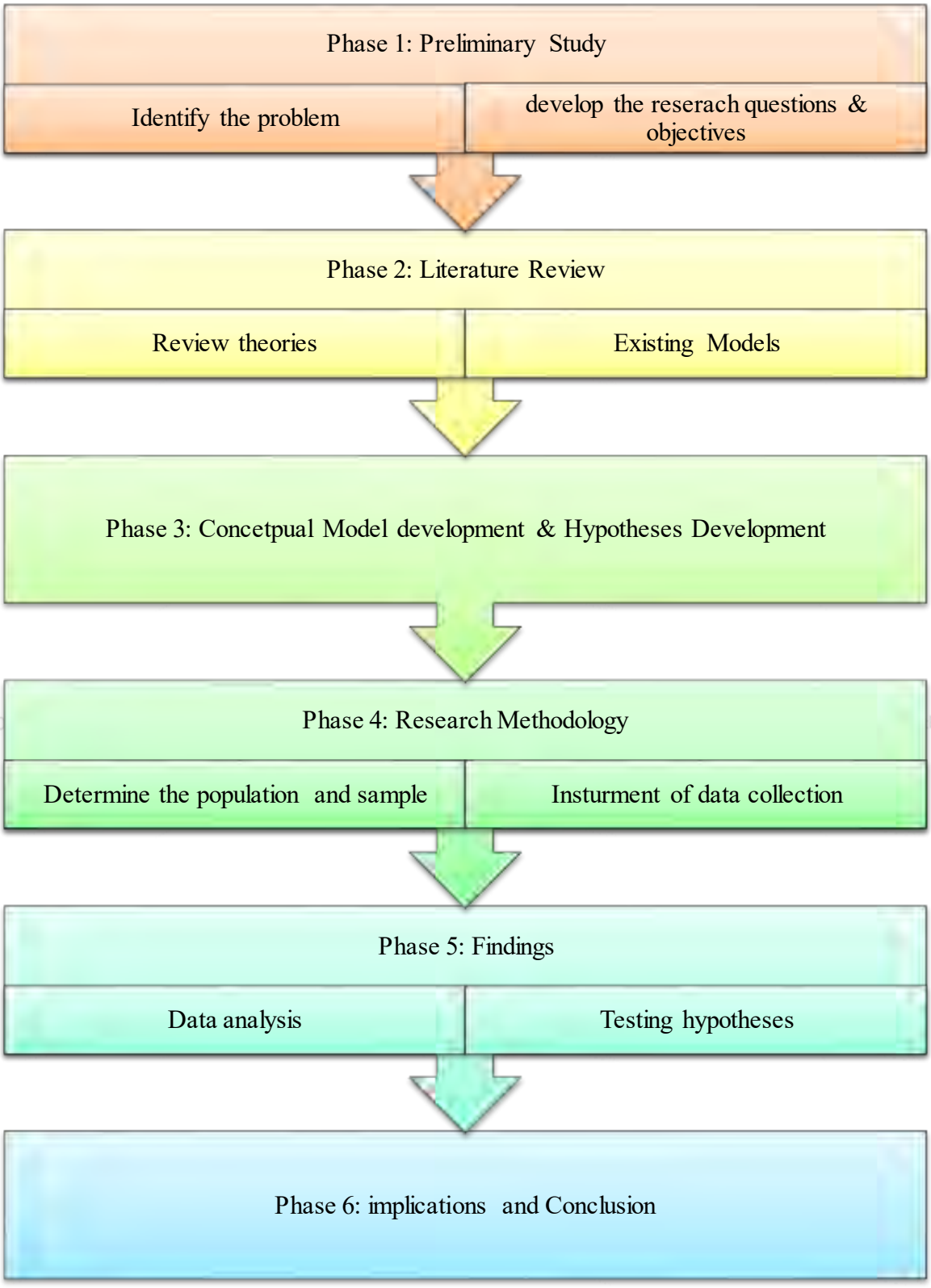


Figure 3.3. Research Process and Phases

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A quantitative method using questionnaire will be used to investigate the expected logical hypotheses in this research in order to answer the research questions and achieve the research objectives. The quantitative method is useful to collect data of exploratory studies due to many reasons such as the following (Cohen et al., 2013; Trochim& Donnelly, 2001):

1. Collect data from large samples to reflect the real situation of study community.
2. Quantitative method simplifies the data collection according to structured scaled items.
3. The collected data based on quantitative method can be analyzed effectively using statistical analysis.
4. The quantitative instrument can be developed and conducted based on the study environment.
5. The flexibility of examine all aspects of the problem being studied.
6. It strives to develop new knowledge.
7. Ability to test the various research hypotheses through the relationships between the collected data that belong to several study variables.

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3.3 Population and Sampling Procedures

In the previous section, the research purpose, approach, and unit of analysis are clarified. Thus, it is necessary to explain the population and sampling procedures in this section. The target population, sampling frame, and sampling technique are explained in this section.

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3.3.1 The Target Population of the Study

Parahoo et al. (2003) defines population as "the total number of units from which data can be collected", such as individuals, artifacts, events or organizations. Thus, the population is all the elements that meet the criteria for inclusion in a study.

According to 2017 annual report of Iraqi central bank, there are 51 local, and 19 international banks in Iraq. The community of this research is the local banks in Iraq, the international banks are excluded because they do not follow the local policies that related to HRM practices, and job performance of banking sector in Iraq. The 51 local banks in Iraq are classified as three categories: governmental banks (7 banks), private commercial banks (24 banks), and private Islamic banks (20 banks).

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Therefore, the population of this research can be represented by the largest bank in each category of banking sector in Iraq. The largest governmental bank in Iraq is the Rafedeen bank, the largest private commercial bank in Iraq is the Baghdad bank, and the largest private Islamic bank in Iraq is the Kurdistan Bank for Investment and Development (annual report of Iraqi central banks, 2017). Table 3.2 presents the population of this research (largest local banks in Iraq), and the number of employees in these banks. As mentioned in the previous section, the analysis unit of this study is the employees in these banks. Thus, the study population is 10544 employees in the three Iraqi banks.

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Table 3.2

Population of the Study

Bank	Category	Number of branches	Number of employees	Official Site
Rafedeen bank	**Governmental**	**146**	**8867**	**http://www.rafidain-bank.gov.iq/**
Baghdad bank	**Private commercial**	**53**	**1032**	**https://ar.bankofbaghdad.com**
Kurdistan Bank for Investment and Development	**Private Islamic**	**5**	**645**	**https://www.kibid.com/english/home**
Total	**3**	**204**	**10,544**	

The selection of Banks is due to importance of banks sectors in the world. The banks represent the major financial hub in any country due to importance of banks assets and services for the growth of country economy (Levine, 2004). There are a wide number of banks' services, such as providing loans for customers, money transferring, operating the customers and government capitals, helping the government and organizations to distribute the employees' salaries, and involving the stock exchange in the country. The job performance of banks services is necessary to be assured through the quality and accuracy of tasks/services that accomplished by the employees. Thus, the banks could increase their competitive advantage and assure the success of the businesses. As mentioned in chapter 1, the Iraqi banks are the main case study of this research. The Iraqi banks play important role in the economic growing of Iraq due to the large capitalization in the Iraq stock exchange, which makes it a key pillar and a main driver of the Iraqi economy.

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3.3.2 Unit of Analysis

The unit of analysis is the major entity that is being analyzed in a study; it is the 'what' or 'who' that is being studied. In social science research, typical units of analysis include individuals (most common), groups, social organizations and social artifacts (Trochim, 2006). The unit of analysis is the major entity that you are analyzing in your study. For instance, the unit of analysis could be individuals, groups, artifacts (books, photos, and newspapers), geographical units (town, census tract, state), social interactions (dyadic relations, divorces, arrests).

As mentioned in chapter 1, the Iraqi banks are the main case study of this research. According to 2017 annual report of Iraqi central bank, the banking sector in Iraq is consists of 70 banks, and the total branches number of these banks is 814. The 70 Iraqi banks are classified as five categories: governmental banks (7 banks), private commercial banks (24 banks), private Islamic banks (20 banks), international commercial banks (16 banks), and international Islamic banks (3 banks).

This research is mainly focuses on the extrinsic need of the employees, the employees' working engagement, and the job performance of the employees. Hence, it is useful to collect the data from individuals. For effective data collection and analysis, the unit of analysis in this research is the employees in the Iraqi banks.

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3.3.3 Sampling Frame

Sampling refers to the selection of a subset of persons or things from a larger population, also known as a sampling frame with the intention of representing the particular population (Neuman, 2011:246).

According to Krejcie and Morgan (1970), the sampling percent based on the population size can be estimated using the following formula: $s= X^2NP (1-P)/ d^2 (N-1) + X^2P(1-P)$, where s is the sample size, X^2 is the confidence level, N is the population size, P is the population proportion, and d is the accuracy degree.

The population of this study is 10544 employees in three Iraqi banks, 8867 employees in Rafedeen bank, 1023 employees in Baghdad bank, and 645 employees in Kurdistan Bank for Investment and Development. Regarding to d=0.05, the minimum sample for this research is about 373 respondents Table 3.3 summarizes the minimum requirement of study sample in this research.

Table 3.3

Study Sample

Study Population	Total number of Employees	Required Sample rate	Required sample number
Rafedeen bank	8867	0.0353	314
Baghdad bank	1023		36
Kurdistan Bank for Investment and Development	645		23
Total	10,544		373

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3.3.4 Sampling Technique

In sampling, there are two main approaches. The probability and non-probability. The probability sampling includes mainly random sampling and stratified. The non-probability sampling includes the convivence sampling and purposive sampling. The study utilizes a probability sampling method namely simple random sampling and proportionate sampling.

Simple random sampling is a sort of probability sampling in which a researcher selects a subset of a population at random. Each person in the population has the same chance of being chosen. Proportionate sampling is when the size of the sample strata is proportionate to the size of the population strata; in other words, the likelihood of a unit being selected from a stratum is related to the population's relative size of that stratum.

A liaison from each bank were selected to assist in collecting the data. The justification behind using this sampling method is due to the confidentiality policies in the banking sector. This confidentiality prevented the researcher from acquiring the data of the employees' such as positions and working roles (Albdour & Altarawneh, 2014).

Regarding to quota technique, the judgment of sample selection is depending on the usefulness of segment the proposed sample based on a specified proportion. In this research, the sample could be collected based on two strategies according to quota

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technique. Firstly, the bank's branches that represent study sample will be selected to cover all banks regions in Iraq (i.e., north, middle, and south).

3.4 Questionnaire Design

The study employs a quantitative method. Basically, a quantitative method is based on the collection and analysis of numerical data obtained from questionnaires, tests, checklists and other formal paper and pencil instruments in order to answer questions on the current topic of study (Gay & Airasian, 2003). The collection of quantitative data uses the deductive approach by scientific principles and moving from theory to data analysis through collecting information from a large number of people and generalize the results, (Hanson et al., 2005). In this study the researcher will use computer software packages designed for analyzing the quantitative data statistically such as AMOS.

The basic strategy to achieve the research objectives is through using questionnaire to collect data from employee in the Iraqi. Conducting several parts and items or questions for such method is an important to merge the overall hypotheses through statistical analysis.

Basically, the study questionnaire is designed as four parts, and 52 items. Each part consists of several items to present the sub-dimension of each variable. The first part is the demographic data, which consists of 8 items. The second part is the transparency and commitment of effective HRM practices, which consists of 24

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items. The third part is the working engagement, which consists of 9 items. Lastly, the fourth variable is the job performance, which consists of 11 items. The main structure of the study questionnaire is summarizing in Table 3.4. In appendix A, the questionnaire is given.

Table 3.4

Questionnaire Design

Part#	Part	Variable	Number of items	Description	Sources
1	Demographic data	Gender, social status, age, experience years, working role, working status, number of daily tasks, and qualification.	**8**	The items of this part are aimed to explore the characteristics of the respondents in order to assure useful data collection.	Self-developed
2	Transparency and commitment of HRM practices	Transparency of HRM practices	**13**	The items of this dimension are aimed to explore the importance of design clear and structured HRP policy in motivate the employees in the bank.	Farndale and Paauwe (2008).
		commitment in applying HRM practices policy	**11**	The items of this dimension are aimed to explore the role of Leaderships' commitment in applying HRP policy in motivate the employees in the bank.	Paul and Anantharaman (2004).

(continue)

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Table 3.4 *(continue)*

Part#	Part	Variable	Number of items	Description	Sources
3	Working engagement	d.	**9**	The items of this part are aimed to study the employee's satisfaction (working engagement) level in the working environment of the bank.	Bakker and Salanova (2006)
4	Job performance	Tasks Accuracy	**5**	The items of this dimension are aimed to identify the employees' efforts to assure the tasks accuracy in the working environment.	Breznitz (2005).
		Tasks Quality	**6**	The items of this dimension are aimed to identify the employees' efforts to assure the tasks quality in the working environment.	Lai and Leu (2016)
Items Total			**52**		

In order to assure the questionnaire validity in the context of the research objectives, the questionnaire was reviewed by five experts in the domain of human resource management. The experts have experiences in researching and industry for more than 5 years. Mainly, the experts' comments are about the clearness in provide the questionnaire items. The researcher collects the feedback from the expert and update the questionnaire draft based on these comments. The details of the experts' panel as well as the updated questionnaire draft are attached in Appendix B.

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On the other hand, the pilot study (section 3.6.2) was conducted based on validated draft of the questionnaire in order to confirm the validity of the data collection instrument in this research.

3.4.1 Questionnaire Scale

The questionnaire responses will be collected using 5-likert scale. This scale is more focused than lower scales and produce relative responses means more than high scales (Dawes, 2008). That's why the respondent answers will be based on 5-likert scale; 1 for strongly disagree (SD), 2 for Disagree (D), 3 for Neutral (N), 4 for Agree (A), and 5 for Strongly Agree (SA). The questionnaire data will be collected based on Qawasmeh et al (2013) criterion. The criterion is considered one of the main things to build instruments as illustrated in the table 3.5.

Table 3.5

Questionnaire Criterion (Qawasmeh et al, 2013)

SCALE INDEX	ANSWER	ANSWERS LEVEL
1 - 1.49	Strongly Disagree	Very Low
1.5 - 2.49	Disagree	Low
2.5 - 3.49	Neutral	Moderate
3.5 - 4.49	Agree	High
4.5 - 5	Strongly Agree	Very High

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3.4.2 Variable Measurement

Operationalization is according to Juniper et al. (2005) a link between the theoretical and the measurable definition of the variable. A more descriptive definition can be what will be measured and how the variables will be measured? At last, in which form are the measurable values going to be useful? The operationalization table should present the conceptual framework where it moves from abstract to measurement, in other words it moves to the real world. Juniper et al. (2005) agrees and claims that operationalization makes something abstract observable and measurable. To make the research questions more observable and measurable, a model was constructed to explain how they have put the link between theoretical and measurable definitions that are explained in chapter 2. The observable and measurable variables are based on the literature review and a description of them.

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3.5 Data Collection Procedures

Polit and Hungler (1985) define data as "information obtained during the course of an investigation or study". In this study, questionnaires were used to obtain data relevant to the study's objectives and research questions. The following procedures are follows to collect the questionnaire data of this research:

a. The questionnaire is translated to Arabic language to assure useful data collection from the respondents who mother language is Arabic.

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b. The researcher takes the permissions to distribute the questionnaire from the central management of the Iraqi banks that involve the data collection.
c. The questionnaire is distributed to the employees in the banks using hard copies in English and Arabic language.
d. The researcher collects the data from the respondents based on the quota technique and data collection strategies.
e. The researcher introduces the questionnaire and clarifies the aim of each questionnaire part in order to assure the respondents understanding while they provide their responses. First part of questionnaire is about the respondents' demographics, the second part designed in order to gather information about HRM practices in the bank, third part organized to collect data about the working engagement in the banks, and the fourth part tries to assess their perspective of job performance in the bank.
f. The collected data using papers is transferred carefully to electronic tools (i.e., AMOS) to conduct the data analysis.

3.5.1 Translation

The mother language of the questionnaire respondents is the Arabic language. Thus, to assure useful and quick collection of the responses, the questionnaire was translated to Arabic language. The questionnaire translation is important for effective communication with respondents. There are two translation processes was conducted in order to assure the matching between the concepts that used in the questionnaire

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items and the concepts that used in the working environment of the banks, these processes are as the following:

a. The questionnaire translation to Arabic was accomplished by international translation office.
b. Two experts in human resource were reviewed the translated questionnaire through compare it with the English copy in order to assure the correctness of formal concepts translation.
c. A pilot study using the Arabic copy of the questionnaire was conducted in order to assure the reliability and the validity of the translated questionnaire.

3.5.2 Pilot Study

After performing the experts' comments, the questionnaire draft consists of four main parts of 52 items. The first part is the demographic variables of 8 items. The second part is the transparency and commitment of HRM practices, and this part consists of 24 items that distributed on two dimensions: 13 items for the transparency of HRM practices, and 11 items for the commitment of HRM practices. The third questionnaire part is the working engagement that consists of 9 items. The fourth questionnaire part is the job performance which consists of 11 items and this part includes two dimensions: accuracy of working tasks (5 items), and quality of working tasks (6 items). Based on the evaluated questionnaire draft, the pilot study was conducted to confirm the validity and reliability of the data collection instrument in this research.

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The pilot study can be described as a small-scale preliminary study conducted in order to evaluate effectiveness of study scope and instrument (statistical variability) in an attempt to predict an appropriate sample size and improve upon the study design prior to performance of a full-scale research instrument (Hulley, 2007).

As mentioned in the previous section the translated questionnaire to Arabic language was used in the pilot study in order to test the validity and reliability of the questionnaire before ongoing in the final step of data collection. The pilot questionnaire was applied to collect data from employees in three Iraqi banks; Rafedeen bank; Baghdad bank, and Kurdistan Bank for Investment and Development. The population of the three Iraqi banks is composed of 10544 employees. Hence, the minimum sample that should be collected is about 373 employees. According to Treece and Treece (1982), the pilot study sample should be at minimum 10% of the research sample size. Thus, the pilot study was conducted with about 40 employees from the three Iraqi banks (about 10% from the sample) in order to assure the validity of the questionnaire items and variables. The collected responses in the pilot study were analyzed using SPSS tool, which is known tool that applied to analyze the large quantitative data.

In order to assure the effectiveness of the collected data, the 8 demographic variables were analyzed based on the collected responses. Table 3.6 shows the frequency analysis demographic variables; gender, age, experience years in banking sector, working status, highest education completed, social status, nature of the services that conducted, and the average number of bank tasks that provided every day.

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Table 3.6

Analysis of Demographic data

Variable	Items	Frequency	Percentage
Gender	Male	23	57%
	Female	17	43%
Age	20-30 years	8	20%
	31-41 years	18	45%
	42-52 years	9	22%
	More than 52 years	5	13%
Experience years in banking sector	< 3 years	4	10%
	3-6 years	11	27%
	7-10 years	12	30%
	More than 10 years	13	33%
Working status	Full time	40	100%
	Part tine	0	0%
Highest education completed	Diploma	10	25%
	Bachelor	28	70%
	Master	1	2.5%
	PhD	1	2.5$
Social status	Married	39	98.5%
	Single	1	2.5%
Nature of the services that I conduct	Core services	23	80%
	Support services	2	5%
	Technical services	5	12.5%
	Management services	1	2.5%
	Other services	0	0%
The average number of bank tasks that provided every day	< 10 tasks	12	30%
	10- 20 tasks	13	32.5%
	21-31 tasks	10	25%
	32-42 tasks	0	0%
	43-53 tasks	1	2.5%
	More than 53 tasks	4	10%

Based on the above Table 3.6, the pilot responses were assuring the mixing between male and female genders (57% respondents are male while 43% respondents are female). On the other hand, the ages of most respondents are less than 41 years (65% of all respondents), 22% of the respondents' ages are between 42-52 years, and

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13% of the respondents' ages are more than 52 years. The age frequency is match with the study sample that is the employees in the Iraqi banks.

Moreover, most of respondents are having experience years for more than 7 years in the banking sector (63% of all respondents), 27% of the respondents are having experience between 3-6 years, and 10% of the respondents are own experiences for less than 3 years. Thus, most respondents have sufficient experience years in the banking sector, which allow them to provide useful responses to support this study.

Furthermore, the working status of all respondents is the full time, whereby the respondents have good idea about their needs in the working environment. Also, the major respondents (98.5%) are married, which presents the HRM practices to satisfy the social need of the employees in Iraqi banks. 80% of the respondents are responsible of conduct core services in the banks, 5% of the respondents are considered as support staff, 12.5% of the respondents are responsible of the technical services, and 2.5% of the respondents are allocated for management services. Hence, most respondents are responsible about conduct important and core services in the banks, which allow them to provide useful data for this study.

Lastly, 30% of all respondents are conduct < 10 tasks in average per/day, 32% of the respondents could conduct 10-20 tasks per/day, 25% of the respondents are conduct 21-31 tasks per/day, 2.5% are able to conduct 43-53 tasks per/day, and 10% of the respondents could conduct more than 53 tasks per/day. The variety of the tasks average that conducted per/day is useful to presents responses based on several

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situations of the expected HRM practices by the employees in the Iraqi banks. In total, the demographic analysis assures the effectiveness of respondent's characteristics to provide useful data for the pilot questionnaire.

The study also conducted the Exploratory Factor Analysis (EFA) due to the fact that the instrument of this study includes measurement and changes have been made to the original items. In addition, the correlation matrix showed a correlation between items greater than 0.30, which indicates the need for conducting EFA (Hair et al., 2010). However, the EFA was conducted on the collection 40 responses. Sekaran and Bougie (2016) indicated that a number of responses between 30 and 500 is sufficient for any academic research. Thus, the 40 responses were considered sufficient for the purpose of the EFA. Further, the sufficiency and adequacy of the sample size is checked in the EFA.

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Factor analysis based on Kaiser-Meyer-Olkin (KMO) was conducted on all the items of the questionnaire. KMO analysis aims to assure the validity of the questionnaire through analyze the interrelationship between items within/between the study factors based on the collected responses. Thus, the weak interrelated items or factors would be removed to assure the interrelation adequacy in/between the factors. The accepted coefficient of KMO should be more 0.5. Table 3.7 shows the factor analysis of the questionnaire.

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Table 3.7

Factor Analysis of Pilot Questionnaire

Questionnaire Part	Factors	Items	KMO	Items after factor loading	Updated KMO	Overall KMO
Transparency and commitment of human resource practices	Transparency of human resource practices	1-13	0.731	1-13	0.731	0.592
	Commitment of human resource practices	14-24	0.793	14-24	0.793	
Working engagement	-	25-33	0.847	25-33	0.847	0.847
Job Performance	Accuracy of working tasks	34-38	0.815	34-38	0.815	0.824
	Quality of Working Tasks	39-44	0.846	39-44	0.846	

Based on the above Table 3.7, the study questionnaire is composed from 44 scaled items. The factor loading based in KMO test led to keep all the scaled items due to good interrelation between the items in the study factors (i.e., KMO>0.5). There is no need to remove any items based on the factor loading test.

Based on the 44 scaled items, the reliability analysis of the questionnaire was analyzed. The questionnaire reliability indicates to which level that the respondents understand the questionnaire items while accomplishing their responses. The low reliability level indicates the random filling of questionnaire responses, and the high level of reliability indicates the carful reviewing and filling of responses. The Cronbach's Alpha test is one of the most known reliability tests. The accepted coefficient Alpha should be more than 0.7. As noticed from Table 3.8, the coefficient Alpha of the pilot questionnaire records 0.940, which represent the reliability of the

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questionnaire items to address the research objective. Also, the Alpha coefficients of all study factors are acceptable.

Table 3.8

Reliability of Pilot Study

Questionnaire Part	Factors	Items	Coefficient Alpha	Overall Alpha
Transparency and commitment of human resource practices	Transparency of human resource practices	1-13	0.839	0.928
	Commitment of human resource practices	14-24	0.927	
Working engagement	-	25-33	0.874	0.874
Job Performance	Accuracy of working tasks	34-38	0.871	0.937
	Quality of Working Tasks	39-44	0.924	
All items	All factors	1-44	0.940	0.940

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Based on the above tests, the final questionnaire draft composed from 8 demographic items and 44 scaled items. The scaled items are distributed on three factors of many dimensions. The final draft of the study questionnaire is attached in Appendix A, whereby the researcher can adopt this draft for the final data collection in order to address the research objectives.

3.5.3 Ethical Considerations

Employees in the banks face ethical dilemmas in their daily duties, as do researchers, when people are used as study participants in an investigation. Researchers need to exercise care that the rights of individuals and institutions are safeguarded (Walker,

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2007). In the context of the data collection, the most important ethical considerations are related to the following:

a. **Permission to conduct the study:**

In this study, the employees were informed that by answering the questionnaire, it is indirectly referring to their consent. The formal employees in the study area that participated in the research were informed about the study and the local authority's permission to complete questionnaires. Their cooperation was requested and promised. The researcher undertook not to cause any disruption to the functions of the banks. The researcher confirmed that the collected data will be confident, and it will be used only for the purpose of research development.

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b. **Principle of beneficence:**

This principle encompasses freedom from harm and exploitation (Walker, 2007). No physical harm resulted from completing questionnaires, but some psychological discomfort might have resulted from the nature of some of the questions. The researcher's telephone numbers were provided should any respondent have wished to discuss any aspect. The researcher would have referred participants who experienced psychological discomfort as a result of completing the questionnaires to a counselor, but no respondents indicated or expressed discomfort.

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c. **Principle of respect for human dignity:**

This principle includes the right to self-determination and to full disclosure (Walker, 2007). Respondents' rights to self-determination were honored because respondents could decide independently, without any coercion, whether or not to participate in the study; they had the right not to answer any questions that caused discomfort; to disclose or not to disclose personal information and to ask for clarification about any aspect that caused some uncertainty. The right to full disclosure was respected because the researcher described the nature of the study as well as the respondents' rights to participate or to refuse to participate in the study.

Each participant voluntarily could be signed a consent form. The signed consent form was folded and placed in a box prior to completion of the questionnaire. Each completed questionnaire was placed in a separate container. No signed consent form could be linked to any specific questionnaire. This ensured anonymity of the respondents. Confidentiality was maintained because no names were disclosed in the research report. Any participant who wished to obtain a research report could contact the researcher who would supply such a report.

Explain a bit about your cover page of the questionnaire.

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3.6 Analysis Methods

In this study, SPSS and Structured Equation Model (SEM) using AMOS software was conducted to test the overall hypotheses of this study. In the following sections, the discussion of the data analysis procedures is given. Mainly, the analyses focus on the data examination which is conducted using SPSS and the testing of the hypotheses which is conducted using AMOS.

3.6.1 Preliminary Analysis

The analyses in this section are conducted using SPSS. The goodness of the data to be used in the analyses must be checked before proceeding to further analyses. Researchers such as Pallant (2016) and Hair et al. (2017) emphasized that the data must be examined for its goodness and its readiness for conducting further analyses. There are several analyses that were conducted to examine, clean, and cleanse the data. These analyses include the replacement of missing value, outliers, normality, multicollinearity, non-response bias, and exploratory factor analysis. These analyses are discussed in the following sections.

3.6.1.1 Replacing Missing Value

The first analysis is to check the missing value using the frequency analysis in SPSS. Hair et al. (2017) suggested that missing value less than 15% should be replaced by

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the mean. However, for responses that missed more than 15% of the questions, researchers must delete the response. Hair et al. (2017) pointed out that labelling all questions as required will minimize the missing value, but it will discourage respondents from answering the questionnaire. Thus, frequency analysis is conducted to check for the missing values in this study using SPSS. More details of the analysis is given in chapter 4.

3.6.1.2 Outliers

Pallant (2016) and Hair et al. (2017) suggested researchers to examine the data for outliers by examining the boxplot of the outliers. In addition, researcher suggested also to examine the multivariate outliers by examining the Mahalanobis distance for each case. Using a p1< 0.001 (Kline 2015), the responses that have Mahalanobis distance less than 0.001 should be considered as multivariate outliers.

3.6.1.3 Normality

Pallant (2016) and George and Mallery (2008) suggest researchers to examine the shape of the histogram as well as the Skewness and Kurtosis to determine the normal distribution of the data. Data are considered normally distributed if the shape of the histogram is a bell-shaped and the absolute value of Skewness and Kurtosis are less than two (2) (Pallant, 2016; George and Mallery, 2008). In this study, the skewness and kurtosis of the variables are checked to determine the normality of the variables.

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In addition, the standardized value z-score are also checked. Further detail of the analysis is given in Chapter 4.

3.6.1.4 Multicollinearity

Multicollinearity is an analysis that is conducted using SPSS to ensure that there are no collinearity issues between variables. Hair et al. (2017) pointed out that a multicollinearity issue will exist if the Variation Inflation Factor (VIF) is greater than 10 or the tolerance is less than 0.10. In this study, the multicollinearity among the variables is checked. Detail of the analysis is given in Chapter 4.

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3.6.1.5 Non-Response Bias

Non-response bias is defined as the differences in the answers between non-participants and participants (Lambert & Harrington, 1990). Thus, conducting a comparative analysis between the early participants and the late participants is a suggested method to estimate the possibility of a non-response bias (Armstrong & Overton, 1977). Following this method, early participants are defined as any person responding within the first 30 days and late participants as any person responding after the first 30 days as recommended by Vink and Boomsma (2008). The majority of the participants were classified as late participants and the remaining participants were classified as early participants. In this study, the independent one sample t-test is

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conducted to check the differences between the variables. Detail of the analysis is given in Chapter 4.

3.6.2 AMOS Analysis

Subgroup approach is the common approach to test moderating effects in covariance-based structural equation modeling (CB-SEM) (Lowry & Gaskin, 2014). This approach is preferable when the moderator is measured using categorical measurement (such as gender, age, education). Nevertheless, this approach may create difficulties when testing the moderation effect of continuous variables (such as when using five point Likert scale to measure the moderator) (Cortina et al., 2001; Lowry & Gaskin, 2014). However, this study does not have any moderators and it tested the mediating effect of working engagement between transparency and commitment of HRM practices and the job performance. This study deployed the AMOS path modeling. This is because SEM is a very general, very powerful multivariate analysis technique. SEM is often used to assess unobservable 'latent' constructs. The links between constructs of a structural equation model may be estimated with independent regression equations or through more involved approaches (Ullman & Bentler, 2003). In specifying pathways in a model, the modeler can posit two types of relationships: (1) free pathways, in which hypothesized causal (in fact counterfactual) relationships between variables are tested, and therefore are left 'free' to vary, and (2) relationships between variables that already have an estimated relationship, usually based on previous studies, which are 'fixed' in the model. SEM includes confirmatory

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factor analysis, path analysis, partial least squares path analysis, LISREL and latent growth modeling.

Thus, SEM will be effective to investigate the role of transparency and commitment of effective HRP in enhances the employees' satisfaction, and the impact of this role on the improvement of the job performance in the banks. Furthermore, the SEM can test the several main and sub hypotheses in this research.

In this study, AMOS was deployed to analyze the data. The steps by step analysis using the book of Awang (2014) was followed to do the analysis. Awang (2014) pointed out that the analysis can be conducted by the confirmatory factor analysis (CFA) of the variables. Next, the measurement model was assessed by checking the factor loading and the validity as well as the reliabilities and the achievement of the indices. The last stage included the structural model which was assessed by checking the R-square and the path coefficient. The detail of the analysis is given in Chapter 4.

Several researchers indicated the complexity of recent research models and pointed out that the constructs could be unidimensional (first order) or multidimensional (second order). In other words, there is a first order and second order construct. "A second-order latent variable is a latent variable whose indicators are themselves latent variables" (Hair et al., 2011; Lowry & Gaskin, 2014). In this study are multidimensional and second order constructs.

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Second order construct could be a reflective or formative construct (Hair et al. 2017). "Reflective indicators are essentially interchangeable and therefore the removal of an item does not change the essential nature of the underlying construct, with formative indicators omitting an indicator is omitting a part of the construct" (Bollen 2011). In this study, all the second order and first order are reflective. This is because the items and the variables (second order) are interchangeable. Deleting one of the dimension or items will not cause any changes in the construct or the dimension. Thus, this study is using a reflective indicator approach.

3.6.2.1 Assessment of the Measurement Model

Using AMOS, the assessment should include three stage. The first stage is the assessment of the confirmatory factor analysis (CFA). CFA was conducted in this study for each of the construct. Two main steps need to be conducted. First is the achievement of the fit index and second is the factor loading, which is expected to be greater than 0.60 (Awang, 2014; Hair et a., 2010). The procedure is first to check the indices and factor loading. Next, the modification index is deployed to enhance the goodness of the fit indices. In the next section, the process of examining the measurement model is discussed.

In the assessment of the measurement model includes five sub-assessments. First the research must assess and examine the factor loading of the items and the first order variables. The second assessment is to examine the reliability of the measurement as well as the composite reliability in the third sub-assessment. Fourth

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sub-assessment includes the examination of the convergent validity. Lastly, in the measurement model, the discriminant validity must be assessed (Hair et al. 2011; Henseler et al. 2009).

For factor loading, the accepted value when using AMOS is 0.60. However, for the composite reliability and Cronbach's Alpha, the loading and the reliability indicator respectively must be greater than 0.70 (Hair et al., 2010). The factor loading should be greater than 0.60 to ensure the reliability of the indicator on its latent variables. Indicators that have factor loading less than 0.60 should be removed due to the fact that these indicators only add little of explanatory power to the measurement model of the study (Hair et al. 2010).

Other sub-assessment criteria using the measurement model are the convergent validity and the discriminant validity. Convergent validity refers to "the extent to which a set of indicators represent the same underlying construct" (Henseler et al. 2009). As such, the Average Variance Extracted (AVE) is used to assess convergent validity. The AVE cut-off value is 0.50, which indicates that at least half of the variance of an indicator is explained by its latent variable. Discriminant validity, in contrast to convergent validity, refers to "the extent to which the construct does not correlate with other measures that are different from it" (Hair et al. 2010). Discriminant validity is established when "the loading of each indicator to its assigned latent variable is greater than all of its cross-loadings" (Lowry & Gaskin, 2014). In addition, Fornell and Larcker (1981) suggested that the square root of AVE should be greater than the variance between the construct and other constructs in the model. Details of the analyses are given in Chapter V.

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3.6.2.2 Assessment of the Structural Model

For the assessment of the structural model, Hair et al. (2011) indicated that there are two criteria must be examined. These are the R-square (R^2) and path coefficient (β). The R^2 of the endogenous latent variable (dependent variable) is important in assessing the model's capability to explain the endogenous latent variables and to uphold the theoretical underpinning (Henseler et al. 2009). Chin (1998) suggested R^2 values of 0.67, 0.33, and 0.19 as substantial, moderate, and weak, respectively. On the other hand, Hair et al. (2010) recommended R^2 values of 0.75, 0.50, and 0.25 as substantial, moderate, and weak, respectively. Hair et al. (2010), however, intended these values as a rule of thumb and cautioned that the appropriate level of R^2 values should be judged according to the specific research discipline.

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One of the most important criteria is the assessment of the path coefficient of the structural model. The path coefficient indicates whether or not the specified hypothesis is significant and to what degree it can increase and cause the dependent variable. The assessment should include the path coefficient magnitude and the level of significance as well as the sign of the coefficient (Henseler et al., 2009). This is because when the proposed hypothesis is positive and significant while the result indicates that the hypothesis is positive but not significant, this will indicate that the hypothesis is partially supported due to the agreement of the sign in front of the coefficient. However, if the hypothesis match completely the assumption, then full support of the hypothesis is assumed (Hair et al., 2011). Using the AMOS, there are some specifications that must be considered. These the critical T-values for the path should be assessed based on the following values. If the t-value is 1.65 then the

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significance level should be 0.10, the t-value is 1.96, then the significance level should be 0.05. Lastly, if the t-value is 2.58, then the level of significance is 0.01. In other words, the hypothesis is considered significance if the t-value for example 1.96 or greater and the level of significance is 0.05 or less.

3.6.2.3 Mediation Testing

Researchers (Hair et al., 2017; Lowry & Gaskin, 2014) indicated that when using AMOS, the mediator testing should first test the direct effect between the independent variable (IV) and the dependent variable (DV) without the mediator. Next, once the mediator included and reduced the effect of IV on the DV, then it can be concluded that the variable is mediating the effect of IV on DV. However, full mediator is assumed when the effect of IV on DV is no longer significant after including the mediator, and a partial mediation is assumed when the effect of IV on DV stays significant (Hair et al., 2017; Lowry & Gaskin, 2014). In this study, the mediating effect of working engagement between transparency and commitment of HRM practices and job performance is tested.

3.7 Chapter Summary

This chapter presents the methodology of this research, includes the research framework, research hypothesis, research design, the population and sampling procedures, the questionnaire design, the data collection procedures, and the analysis

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methods, and section. The overall settings, techniques, and procedures of the research methodology are clarified in this chapter. In next Chapter 4, the analysis and findings of the research data based on the research hypotheses will be discussed based on SEM using AMOS tool.

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CHAPTER 4

DISCUSSION OF RESULTS

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4.0 Introduction

This chapter discusses the research results based on the collected data using the questionnaire. The SEM using AMOS tool is applied to analyze the collected data in order to address the research objectives and test the research hypothesis. As mentioned in Chapter 3, the SEM is effective analysis method for the models that contains direct and indirect paths between the study variables. In this research, SEM tests the relationships between the various variables in this study, whether it may be unobserved, independent, dependent, moderating or mediating

(Hoyle, 1995). Hence, the SEM provides flexibility in testing the various kinds of research hypotheses (i.e., direct and indirect paths).

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Basically, SEM applies the confirmatory factor analysis (CFA) to confirm the usefulness of study model such as data reliability and validity (Hoyle, 1995) as well as assure the goodness of model fit using instrumental tests such as TLI, IFI, CFI, and RMSEA (Hair et al., 2006). After confirming the model fitness, SEM tests the research hypotheses through the direct and indirect relationships between the model variables.

This chapter consists of 7 sections: the first section explains the response rate of the questionnaire and the demographic analysis; the second section clarifies the management processes on the questionnaire data such as data screening, missing data, and test the data outliers; The third section discusses the data normality assessment; The 4thsection explains the CFA results of the model variables; section 4.5 discusses the SEM analysis to test the research hypotheses; section 4.6 provides the descriptive analysis of the modified model. Finally, section 4.7 summarizes the overall directions of this chapter.

4.1 Response Rate and Demographic Analysis

The questionnaire copies were distributed to 470employees in three Iraqi Banks namely, Rafedeen Bank, Baghdad Bank, and Kurdistan Bank for Investment and Development. From the distributed questionnaires, there 49 responses were not returned. Also, there 21 responses were dropped due to incomplete answers. Hence, the number of valid questionnaires is 400, which represents 85% as very good response rate in this research. The useful response rate indicating that the respondents

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were interactive in their completion of the questionnaire and gave significant attention about the research issues.

The demographic data of the respondents were analyzed based on the 400 collected responses and they were analyzed to provide a description of the characteristics of the respondents. Demographic data of the respondents should qualify them to provide useful questionnaire data to support this research. Notably, the main aim of this research is to examine the mediating effect of employee working engagement on the relationship between the transparency & commitment of human resource practices and the job performance in Iraqi banks. Accordingly, there were 8 demographic variables analyzed in light of the aim of the research and they are gender, age, experience years in banking sectors, working status, highest education completed, social status, nature of services that the employee performs, and average number of daily conducted services by the employee. The frequency analysis results of the demographic variables are presented in Table 4.1.

Table 4.1

Analysis of Demographic Data

Variable	**Items**	**Frequency**	**Percentage**
Gender	Male	161	40%
	Female	239	60%
Age	20-30 years	168	42%
	31-41 years	118	29%
	42-52 years	87	22%
	More than 52 years	27	7%
Experience years in banking sector	< 3 years	183	46%
	3-6 years	60	15%
	7-10 years	108	27%
	>10 years	49	12%

(continue)

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Table 4.1 *(continue)*

Variable	Items	Frequency	Percentage
Working Status	Full time	384	96%
	Part Time	16	4%
Highest education level	Diploma	169	42%
	Bachelor	200	50
	Master	25	6%
	PhD	6	2%
Social status	Married	294	73%
	Single	106	27%
Nature of services that I conduct	Core Services	208	52%
	Support Services	114	29%
	Technical Services	56	14%
	Management Services	14	3%
	Other	8	2%
The average number of bank tasks that I provide every day	< 10 tasks	184	46%
	10-20 tasks	66	17%
	21-31 tasks	40	10%
	32-42 tasks	46	11%
	43-53 tasks	41	10%
	>53 tasks	23	6%

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Based on the above Table 4.1, it is clear that 40% of the respondents are male, while 60% of the respondents are female. These percentages represent an interesting collection and combination of opinions based on the respondents' genders, which provide useful data to support this study.

On the other hand, the age variable shows that most of respondents' ages are between 20-30 years (42% of the respondents), the ages of 118 respondents (29%o of the respondents) are between 31-41 years, there are 87 respondents (22% of the respondents) are between 42-52 years, and 7% of the respondents ages are more than 52 years. The analysis of age variable match with the unit analysis of the questionnaire (employees of basic services), which is the employee in Iraqi banks. Usually, the young employees' conduct the basic services in the banks (i.e., not mangers).

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Moreover, the analysis of the variable of experience years in banking sector presents that 46% of the respondents are having <3 experience years in the banks, 15% of the respondents are having 3-6 years of experience, 27% of the respondents are having 7-10 experience years, and 12 % of the respondents are having more than 10 experience years in the banking sector. These percentages reflect the usefulness of the collected data due to variety of respondents' experiences. The respondents' opinions about the study variables could affect by the experiences of the respondents, which enrich the collected data in this study.

Furthermore, the analysis of working status variable show that most of respondents are working in full time mode (96% of the respondents), while 4% of the respondents are working as part time in the banks. This analysis confirms that the respondents would provide useful data for this study. Employees of full-time jobs could interest in the study variables (such as HRM practices and job engagement) more than the part time employees.

Additionally, the analysis of highest completed education variable shows that 42% of the respondents are having diploma education, 50% of respondents are having Bachelor education, 6% of the respondents are Master education, and 2% of the employees are having PhD education. The analysis of this variable is in aligning with the targeted respondents in this study (employees of basic services in the banks). Usually, the employees that conduct the basic services in the banks are having diploma or Bachelor education.

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According to the analysis of the social status variable, most of respondents (73%) are married, while 27% of the respondents are single. This analysis reflects the importance of this study for the respondents. The married employees have life responsibilities more than the single employees. Hence, the married employees would provide useful data about the study variables such as HRM practices (i.e., economic, and social benefits from their jobs).

The analysis 7th demographic variable (nature of conducted services) shows that most respondents (52% of the respondents) are conduct core service in the banks, 29% are conduct supportive service, 14 % of the respondents are conduct technical services, 3% of the respondents are conduct management services, and 2% of the respondents are conduct other services. These percentages are match with the unit analysis of this study (the employees that conduct basic services in the banks). Thus, the respondents would provide useful data to support this study.

Lastly, the analysis of the variable of average number of daily conducted service presents that 46% of the respondents are conduct <10 daily tasks in average, 17 % of respondents are perform 10-20 daily tasks, 10% of the respondents are conduct 21-31 daily tasks, 12% of the respondents are conduct 32-42 daily tasks, 10% of the respondents are conduct 43-53 daily tasks, and 6% of the respondents are conduct more than 53 daily tasks in average. This analysis shows the variety of daily working loads of the respondents. Hence, the respondents would provide useful data about the study variables based on the different situations of workloads.

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These results of the eight-demographic data confirm that the respondents have sufficient characteristics to provide useful data about the questionnaire items and variables, which support the effective achievement of research objectives and test the research hypotheses.

4.2 Model Construction and Variables Measurement

The total construct measurement is 44 items distributed among three major variables. First, for transparency and commitment of human resource practices, which represents the second-order variable of two main dimensions (first order) namely, transparency of human resource practices, and commitment of human resource practices. The second measure variable is the working engagement, and this variable is first order. The third measure variable is the job performance, which is second order variable of first order variables; accuracy of working tasks, and quality of working tasks.

Table 4.2

Orders of measurement of variables and items

Second order	First order	Number of Items	Items #
Transparency and commitment of human resource practices	Transparency of human resource practices	13	1-13
	Commitment of human resource practices	11	14-24
	Working Engagement	9	25-33
Job Performance	Accuracy of working tasks	5	34-38
	Quality of working tasks	6	39-44
Total		44	

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It is important to indicate that the questionnaire based on the proposed model design deems the dimensions of transparency and commitment of HRM practices as independent variable, the working engagement as mediating variable, and the job performance dimensions as the dependent variable. In the following sub-sections, the data development procedures for the process of analyses are presented and discussed.

4.2.1 Data Screening

In this, the data screening processes are performed to assure that responses completion and outliers. Hence, the response of incomplete and outlier values should be excluded from the analysis. Outliers are responses that deviate from the total responses scale (out of normal distribution). This section discusses the processes of missing values and outliers' tests.

In order to conduct the data screening, the 421 returned responses on the questionnaire were entered carefully into SPSS V. 22 tool. According to Tabachnick and Fidel (2007), any response on first order variables that miss values above 0.05 of total items should be excluded from the analysis processes. On the basis of missing values percentage, 21 responses were excluded from the analysis due to critical missing values on the items. Therefore, 400 responses were deemed to be acceptable for further analyses in this study. The missing values outcomes are summarized in Table 4.3.

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Table 4.3

Summary of missing values

First order Variables	**Number of returned responses**	**Missing value %**
Transparency of human resource practices	421	2 responses of missing values =0.17
Commitment of human resource practices	421	3 responses of missing values =0.22
Working Engagement	421	4 responses of missing values =0.15
Accuracy of working tasks	421	7 responses of missing values = 0.1
Quality of working tasks	421	5 responses of missing value = 0.12
Total of excluded responses	**21**	
Total of left responses	**400**	

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Based on the above Table 4.3, 400 responses were considered to be complete responses in light of the 44 items in the questionnaire that gauged the research variables of transparency and commitment of HRM practice, working engagement, and job performance.

Another conducted data screening process is the removal of outliers, which aims to test the normal distribution of the collected data. According to Hair et al. (1998), the data of responses that do not belong to the normal distribution of the total data must be excluded from the analysis in order to assure the interrelationship between the data of the study variables. The Outlier responses are considered as data not related to the major opinions of the respondents, which effect on the reliability of the collected data. Hence, the 400 acceptable responses were checked for the presence

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of outliers using the univariate test (Z-score, boxplots, and histograms) and multivariate test (D2 distance) as recommended by Hair et al. (1998) and Tabachnick and Fidell (2007).

Accordingly, this study conducted the univariate outlier test based on Z-score in SPSS, with the acceptable values being between -4 and +4 as established by Hair et al. (1998) and Tabachnick and Fidell (2007). The results of the Z-score test indicated the 44 items were acceptable from the 400 responses as they fell in the range between -4 and +4 (Table 4.4). Thus, all the responses were included in the next analysis steps. Appendix C shows the result of univariate outlier test.

On the other hand, the multivariate outlier test using Mahalanobis D2 distance was conducted in order to assure the interrelationships between the collected data. In multivariate test, the D2 coefficient value that exceeds 3.5 of any response is considered as outlier data and should be dropped from the analysis (Hair et al., 1998). The results of the test revealed that the D2 of 400 responses on 44 items is in range 0.001-1.0, which is below the cut-off (3.5). Thus, all variables and their items were considered acceptable to be included in the next data analysis phase.

In conclusion, the data screening processes confirms that the 400 responses on 44 items are useful to conduct the analysis of the collected data. The missing values and outliers in the data tested using SPSS and AMOS and based on the results, the coming sub-section provides the normality assessment test.

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4.2.2 Assessment of Data Normality

In the previous section, the data screening processes confirms the suitability of collected data to conduct the next SEM analysis, which is data normality. The data normality aims to estimate the relationship between the questionnaire items (variables validity) through test the normal distribution of the collected responses. This study used two AMOS tests to assess data normality namely, skewness and kurtosis. In the skewness test, the average data normal distribution should be in the range from -3 to +3, and for kurtosis test, the average data normal distribution should be in the range from -7 and +7.

Table 4.5 presents the assessment of data normality based on skewness and kurtosis test. It can be noticed that all responses on the items are in the range of the normal distribution, and this reflects the good relationship between the responses on the study variables. Hence, the collected data would support the CFA analyses in the phase.

Table 4.4

Assessments of data normality

Construct Variable (First Order)	**Item #**	**Normality Test**	
		Skewness Avg	**Skewness Avg**
Transparency of human resource practices	13	-0.621	0.169-
Commitment of human resource practices	11	-0.535	-0.564
Working Engagement	9	-0.734	-0.623
Accuracy of working tasks	5	-0.413	-0.331
Quality of working tasks	6	-0.734	-0.312

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4.2.3 Multicollinearity

Multicollinearity is an analysis that is conducted using SPSS to ensure that there are no collinearity issues between variables. Hair et al. (2017) pointed out that a multicollinearity issue will exist if the Variation Inflation Factor (VIF) is greater than 10 or the tolerance is less than 0.10. Table 4.5 shows the VIF of the variables range from 1.515 (transparency and commitment of HRM practices) to 1.553 (working engagement). This indicates that VIF is within the recommended range of less than 10. In addition, the tolerance of the variables ranges from 0.644 (working engagement) to 0.660 (transparency and commitment of HRM practices) which is greater than 0.10. Thus, it was concluded that there are no multicollinearity issues among the variables.

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Table 4.5

Multicollinearity

Variables	**Tolerance >0.10**	**VIF<10**
Transparency and commitment of HRM practices	.660	1.515
Working engagement	.644	1.553

Dependent Variable: Job Performance

4.2.4 Non-Response Bias

An independent one sample t-test was used to check for non-response bias. The findings of the analysis indicated that there are insignificant differences between those

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who are considered early respondent and those who categorized as late respondents. The results for test shows that the equal variance significance values for the variables of this study were greater than the significance level of 0.05 of Levene's test for equality of variances (LTEV) indicating that the differences of the answers of the late and early respondents have no statistical significance indication. This is in agreement with the suggestion of Pallant (2016). As a result, this ensures that the equal variance assumption between early and late responses was not violated. This leads to a conclusion that the non-response bias between early and late responses in this study was not a major concern and there is no response bias. Table 4.6 shows the result of testing the non-response bias. It shows the sig value of the equal variance between early and late responses are greater than 0.05 supporting the none existing of non-response bias. In addition, the sig (2-tails) value is greater than 0.05 for all variables indicating that there are no significant differences in the mean score value between early and late responses.

Table 4.6

Independent Sample T-test for Non-Response Bias

Variables	**Group**	**N**	**Mean**	**Mean difference**	**LTEV (sig)**	**Sig (2-tails)**
Transparency and commitment of HRM practices	Early Response	111	3.5961	-.00078	.160	.130
	Late Response	289	3.6039	-.00078		.121
Working engagement	Early Response	111	3.2867	-.19310	.098	.109
	Late Response	289	3.4798	-.19310		.108
Job performance	Early Response	111	3.1909	-.06800	.114	.320
	Late Response	289	3.2589	-.06800		.319

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4.3 Confirmatory Factor Analysis (CFA)

The prior analyses namely data screening and assessment of normality were carried out to guarantee that the data collected is valid, the next steps involve the testing of the accuracy of the collected data to support the study model, in what is referred to as the model fit. Data accuracy test concentrates on the data scales measurement based on the model construction (Hair et al., 2006). The data must be aligned with the study factors that constitute the study model and as such, the weak representation of the study factors through the data may result in the failure of model construction.

The Confirmatory Factor Analysis (CFA) is one of the well-known accuracy tests used to determine data scales and this constitutes the first SEM stage (Hair et al., 2006). The primary objective of the CFA is to gauge accuracy directions in terms of the model factors fitness, their reliability and the relationships among them. Therefore, this section is devoted to the presentation of the CFA analysis steps and outcomes on the three major factors namely, transparency and commitment of HR practices, working engagement, and job performance. AMOS tool was used to conduct CFA as it is effective software that has been time and again utilized to conduct accuracy tests.

4.3.1 CFA Model for Transparency and Commitment of Human Resource Practices (TCHRP)

For the Transparency and Commitment of HR Practices (TCHRP), the CFA model was conducted on the basis of the 24 items measuring the variables two dimensions

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namely transparency of HR practices (13 items) and commitment of HR practices (11 items). The CFA analysis for TCHRP model involving goodness-of-fit indices, reliability and convergent validity and discriminant validity is discussed in the next sub-sections with the obtained results.

4.3.1.1 Reliability and Convergent Validity of TCHRP Model

Reliability and validity tests are important CFA analyses to judge the fitness of the study model. Reliability refers to the level of understanding of respondents of the items while providing their responses. An acceptable reliability level indicates the careful and well-thought-out responses of the respondents. For this test, the Cronbach's alpha test has been extensively utilized, with minimum accepted alpha coefficient being 0.70 (Nunnally & Bernstein, 1994). As for the validity test, it confirms the interrelationship among the model dimensions items. Validity refers to the significant relationships among the responses representing the dimensions of the model. The acceptable validity level is over 0.5. The TCHRP model's reliability and validity results are presented in Table 4.7.

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Table 4.7

Goodness of fit for BPM model

Dimension	Item	Cronbach Alpha	Factor Loading	Average variance extracted	Composite Reliability
Transparency of HR practices	TH1	0.852	0.91	0.82	0.884
	TH2		0.94		
	TH3		0.89		
	TH4		0.86		
	TH5		0.88		
	TH6		0.84		
	TH7		0.73		
	TH8		0.81		
	TH9		0.86		
	TH10		0.87		
	TH11		0.89		
	TH12		0.82		
	TH13		0.63		
Commitment of HR practices	CH1	0.926	0.88	0.74	0.925
	CH2		0.96		
	CH3		0.88		
	CH4		0.84		
	CH5		0.86		
	CH6		0.99		
	CH7		0.87		
	CH8		0.81		
	CH9		0.86		
	CH10		0.80		
	CH11		0.90		

From the above table (Table 4.7), the reliability coefficient value (Cronbach's alpha value) for transparency HR practices dimension is 0.852, and for commitment HR practices dimension is 0.926. On the other hand, the composite reliability of transparency HR practices records 0.884 based on the related path among the items of this variable. Also, the composite reliability of commitment HR practices records0.925 based on related path between the items of this variable. Thus, the TCHRP model has acceptable reliability, which indicates the careful completion of the responses by the respondents.

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In term of validity test, the factor loading of all 13 items in transparency HR practices are above 0.5, which indicates the good interrelationships between the variable items. The validity of this variable is confirmed by the average variance value (0.82). On the other hand, the factor loading of the 11 items in commitment HR practices records acceptable coefficients (i.e., >0.5) and the average variance of this variable is 0.74. Hence, the TCHRP model validity was confirmed supporting its exposure to further CFA and SEM analysis.

4.3.1.2 Goodness-of-Fit Indices of the TCHRP Model

The goodness of fit indices is another important CFA analysis to assure the relationships between the model variables (De Vellis, 2011). The good relationships between the model variables could support the usefulness of the model outcomes in term of research hypotheses testing. In other meaning, the weak relationships between the model variables lead to model fail in test the research hypotheses. There are many Fit indices tests that could conduct to assure the fitness of the model and the most known tests are RMSEA, GFI, AGFI, CFI, TLI, and IFI.

The tests of fit indices were conducted to measure the TCHRP model fit in order to determine the errors of data correspondence. The test outcomes of the goodness-of-fit of the TCHRP indices following modification of the measurement model are summarized in Table 4.8. According to the recommended test value, the TCHRP model indicated acceptable correspondence in terms of the 24 items in this model.

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Table 4.8

Goodness of fit for TCHRP model

Fit Test	Modified Model	Acceptable Value	Source
χ^2/df	2.91	<=5	Bagozzi and Yi (1988)
GFI	0.953	>=0.9	Hoyle (1995)
AGFI	0.904	>=0.8	Chau and Hu (2001)
CFI	0.978	>=0.9	Bagozzi and Yi (1988);
TLI	0.955	>=0.9	Hair *et al.*, (2006);
IFI	0.989	>=0.9	Hair *et al.*, (2006);
RMSEA	0.064	<=0.1	Schumacker and Lomax (2010)

The above table (Table 4.8) shows the results of the goodness-of-fit indices, with good interrelationships among the data of the 24 items of TCHRP model. More specifically, the GFI coefficient obtained is 0.953, with the acceptable cut-off GFI value being more than 0.9 as established by Hoyle (1995). As for the value of the adjusted GFI (AGFI) it is 0.904, obtained by mutating the relative paths between the items of TCHRP. Based on Chau and Hu's (2001) study, this value is an acceptable fit indicator as it is >0.8). With regards to the acceptable values for CFI, TLI, and IFI indices, they should be over 0.9 according to Bagozzi and Yi (1988) and Hair et al. (2006). The test results indicated acceptable fit values in that CFI is 0.978, TLI is 0.955 and IFI is 0.989. The RMSEA is generally considered among the most significant tests used to ensure the model fitness, with acceptable RMSEA coefficient being less than 0.1 (Schumacker& Lomax, 2010). For this study, the RMSEA test result is 0.064, indicating an acceptable coefficient and fitness of TCHRP model. The test results matched the adequacy of X2/df (2.91), which remained lower than 5. On the whole, the modified CFA model of TCHRP fit is confirmed.

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4.3.1.3 Discriminant Validity of the TCHRP Model

The test of discriminant validity ensures the dimensions interrelationship in the TCHRP model. Discriminant validity is distinct from the correlation test in that it conducts an estimation of the relationship between the dimensions and the square root of the average variance extracted for every dimension (Fornell&Larcker, 1981). According to Kline (2005), the accepted discriminant correlations among the dimensions have to remain below 0.85 and the correlations of each dimension items should be closer to 1. The discriminant validity of the TCHRP model is presented in Table 4.9.

Table 4.9

Discriminant validity of TCHRP model

Dimension	Transparency HR practices	Commitment HR practices
Transparency HR practices	0.82	
Commitment HR practices	0.70	0.74

The above Table 4.9 shows that the inter-correlation between the dimensions of TCHRP is 0.70, which indicates the good interrelationship between the variables in this model. Also, the inter-correlation value is lower compared to the r2 of the average variance extracted from individual dimensions (0.82 for transparency HR practices and 0.74 for commitment HR practices). Hence the discriminant validity is confirmed for TCHRP model in this study.

In conclusion, the CFA of TCHRP in light of goodness of fit, reliability and convergent validity and discriminant validity supported the usefulness of the TCHRP

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model construction. The CFA analysis results of the TCHRP model is illustrates in Figure 4.1.

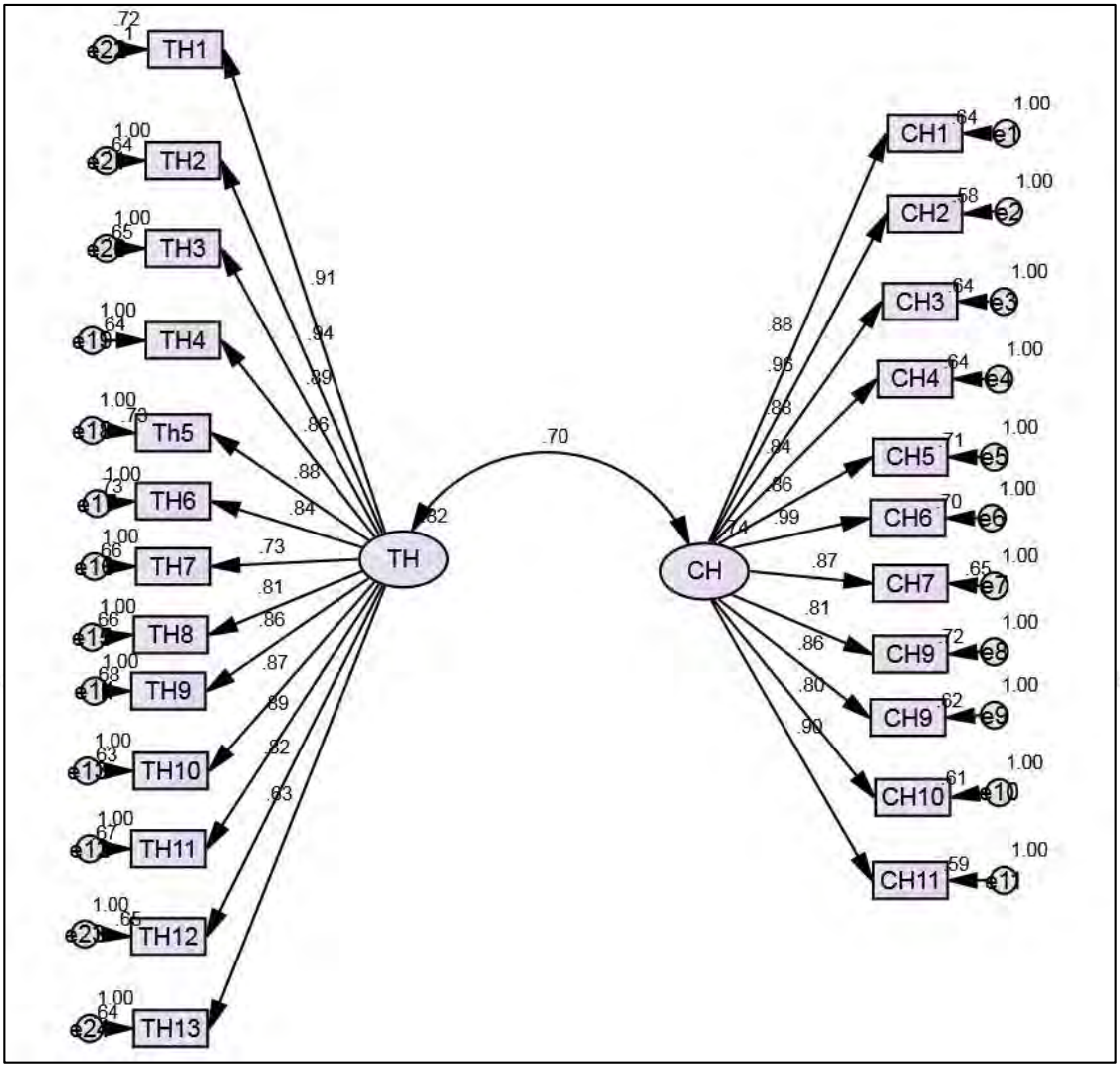


Figure 4.1. CFA Model for TCHRP

4.3.2 CFA Model for Working Engagement (WE) Model

The Working Engagement (WE) variable was exposed to CFA in terms of the 9 items of first order dimension. It is necessary to mentioned that the WE model is considered

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as first order variable (i.e., include one dimension). Thus, there is no need to conduct CFA tests to analyze the relationships between many dimensions in this model. The only required CFA tests for first order variables (such as WE) is the reliability and convergent validity. Table 4.10 presents the reliability and validity tests of the 9 items of Working Engagement (WE) model.

Table 4.10

Reliability and validity of Working Engagement

Dimension	**Item**	**Cronbach Alpha**	**Factor Loading**	**Average variance extracted**	**Composite Reliability**
Working Engagement	WE1	0.921	0.56	0.91	0.936
	WE2		0.74		
	WE3		0.99		
	WE4		0.96		
	WE5		0.86		
	WE6		0.94		
	WE7		0.71		
	WE8		0.77		
	WE9		0.75		

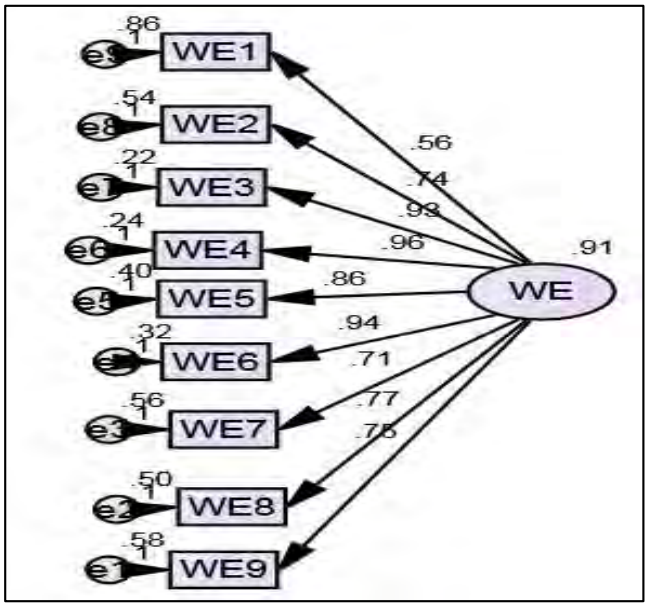
The above Table 4.9shows that the reliability of working engagement model is 0.921, which is above the acceptable coefficient of Cronbach Alpha test. With regards to composite reliability, the working engagement records 0.936, whereby the respondents were careful in providing their responses.

On the other hand, the 9 items of the working engagement variable are above the acceptable coefficient of the factor loading (i.e., 0.5), which means there is acceptable items interrelationship. Similar to this, the average variance of working engagement items records 0.91. In total, the validity of the working engagement

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model was confirmed to be support further SEM analyses. Figure 4.2 illustrates the CFA for working engagement model.



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Figure 4.2. CFA for Working Engagement Model

4.3.3 CFA Model for Job Performance (JP) Model

For the purpose of the CFA analysis of Job Performance (model) model, it was conducted on the 11 items measuring the two main dimensions of JP: accuracy of working tasks (5 items) and quality of working tasks (6 items). In this section, the CFA detailed analysis for JP model involving goodness of fit indices, reliability and convergent validity tests and discriminant validity test is discussed.

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4.3.3.1 Reliability and Convergent Validity

Table 4.11 presents the reliability and validity tests for Job Performance (JP) model involving two dimensions namely, accuracy of working tasks measured by 5 items, and quality of working tasks measured by 5 items.

Table 4.11

Reliability and validity of JP model

Dimension	Item	Cronbach Alpha	Factor Loading	Average variance extracted	Composite Reliability
Accuracy of working tasks	AC1		0.97		
	AC2		0.88		
	AC3	0.832	0.83	0.79	0.853
	AC4		0.79		
	AC5		0.76		
Quality of working tasks	QU1		0.85		
	QU2		0.82		
	QU3	0.841	0.89	0.80	0.856
	QU4		0.92		
	QU5		0.81		
	QU6		0.90		

JP model reliability of acceptable level is confirmed by the values in the above Table 4.10. The reliability and composite reliability of accuracy of working tasks are 0.832 and 0.853 respectively. As for the quality of working tasks, reliability and composite reliability values are 0.841 and 0.856 respectively. Thus, the JP reliability is confirmed as it above 0.70.

On the other hand, the factor loadings test results showed the JP model's convergent validity, with the accuracy of working tasks (5 items) factor loadings ranging from 0.76 to 0.97, with an average variance of 0.853. For the quality of

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working tasks, the factor loadings of the 6 items ranged from 0.81 to 0.92, with average variance of 0.80. In total, the JP model reliability and validity are usefulness to achieving the research objectives and test the research hypotheses.

4.3.3.2 Goodness of Fit Indices

The goodness of fit of the JP model was conducted based on many tests; RMSEA, GFI, CFI, and TLI. The JP model fitness results are summarized in summary in Table 4.12, indicating acceptable indices for the model and confirming its suitability for further analyses.

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Table 4.12

Goodness of fit for JP

Fit Test	Modified Model
χ^2/df	3.25
GFI	0.952
AGFI	0.894
CFI	0.918
TLI	0.926
IFI	0.901
RMSEA	0.074

The goodness of fit indices in the above table (Table 4.11) confirms the effective relationships between the dimensions of the JO model. In particular, the results showed GFI=0.952, AGFI=0.894, CFI=0.918, TLI=0.926, IFI=0.901 and RMSEA=0.074. The obtained values confirmed that the JP model is acceptable fit and agreed with the adequacy x2/df test (3.25). In conclusion, the fit of the JP model support the next analysis of SEM in this study.

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4.3.3.3 Discriminant Validity

The JP model's dimensions were also exposed to discriminant validity test to determine the correlation within them. The discriminant validity test of JP model is summarized in Table 4.13.

Table 4.13

Discriminant validity of OE model

Dimension	AC	QU
AC	0.79	
QU	0.77	0.80

Based on the above Table 4.12, the JP model has a good inter-correlation level the two involved dimensions (0.77), which is lower than the r2 of the average variance extracted from individual dimensions (0.79 for accuracy of working tasks and 0.80 for quality of working tasks), which confirms the discriminant validity of JP model.

In total, the goodness of fit, reliability and convergent validity and discriminant validity (CFA) are confirming the usefulness of JP model in this study. The CFA analysis of the JP model is illustrated in Figure 4.3.

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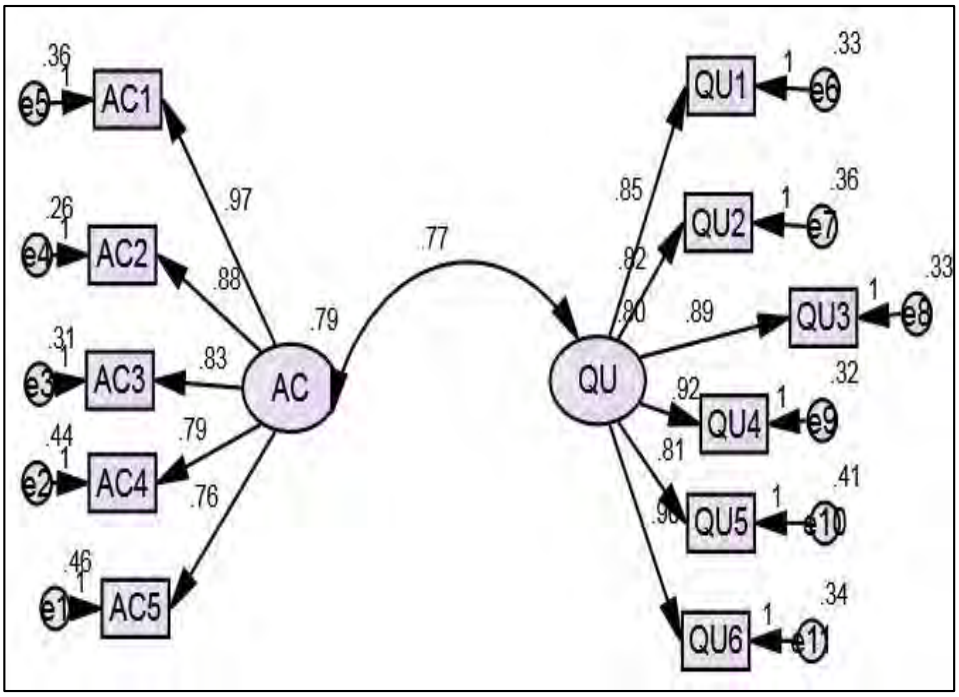


Figure 4.3. CFA Model for JP

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4.3.4 Overall CFA Model

To ensure effective CFA analyses, this study adopted the parcels approach to mitigate the complexity of the model by detecting weak relationships between the study model constructs as recommended by Coffman and Mac Callum (2005). This increases the possibilities of obtaining a reliable overall model. Through the parceling approach, individual CFA models of TCHRP, WE and JP sub models are carried out, prior to testing the overall structural model.

The above three sub-sections discuss the CFA analyses of three sub models (TCHRP, WE, and JP) that represent the overall model in this research. The CFA tests for the sub-models confirm the usefulness of each model data in term of SEM

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analysis. This section explains the CFA analysis for the overall research model including the data of the three sub-models together. In this testing, the complexity of the construct's maintenance is mitigated through the detection of errors, identification of the weak-related items/variables, and ensuring effective screening of data.

The overall model containing five first order variables was exposed to CFA; transparency HR practice (13 items), Commitment HR practices (11 items), working engagement (9 items), accuracy of working tasks (5 items), and quality of working tasks (6 items). The CFA of overall model would be tested by 44 items, which were responded by 400 respondents.

4.3.4.1 Standardized Loadings of the Model Items

All the 44 items exposed to the overall CFA model analysis was examined for their factor loadings to determine their level of interaction. The factor loadings of the items measuring the variables and their dimensions are displayed in Table 4.14.

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Table 4.14

Standardized Factor Loadings of all Items in the Study Model

Variable	Item	Initial factor Loading	Modified loading
Transparency of HR practices	TH1	0.91	0.91
	TH2	0.83	0.82
	TH3	0.86	0.86
	TH4	0.94	0.94
	TH5	0.62	0.62
	TH6	0.84	0.84
	TH7	0.72	0.72
	TH8	0.85	0.85
	TH9	0.78	0.78
	TH10	0.73	0.73
	TH11	0.87	0.87
	TH12	0.85	0.85
	TH13	0.93	0.93
Commitment of HR practices	CH1	0.88	0.88
	CH2	0.91	0.85
	CH3	0.84	0.84
	CH4	0.32	Deleted
	CH5	0.74	0.81
	CH6	0.78	0.80
	CH7	0.85	0.87
	CH8	0.77	0.83
	CH9	0.82	0.76
	CH10	0.79	0.91
	CH11	0.82	0.86
Working Engagement	WE1	0.81	0.84
	WE2	0.42	Deleted
	WE3	0.89	0.83
	WE4	0.84	0.91
	WE5	0.74	0.79
	WE6	0.89	0.92
	WE7	0.71	0.74
	WE8	0.63	0.77
	WE9	0.89	0.93
Accuracy of working tasks	AC1	0.78	0.78
	AC2	0.88	0.88
	AC3	0.91	0.91
	AC4	0.86	0.86
	AC5	0.76	0.76
Quality of working tasks	QU1	0.85	0.85
	QU2	0.74	0.82
	QU3	0.80	0.88
	QU4	0.29	Deleted
	QU5	0.83	0.74
	QU6	0.72	0.79

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On the basis of the modified loadings of the CFA analysis, items that obtained values lower than 0.5 (cut-off) were deleted. Due to inacceptable factor loading, there are 3 items were deleted from the final model in this study and these items are: CH4; WE2; QU4. The remaining 41 items interactions were acceptable and included as they displayed high factor loadings (>0.5). Thus, the next analysis step will deploys based on 41 items.

4.3.4.2 Goodness of Fit Indices

On the basis of the outcome of the modified factor loadings, the 41 items were run through the goodness of fit test. As a result, the modified model's goodness of fit depended on the remaining 41 items distributed to measure five variables and based on the final goodness of fit indices values: GFI=0.921, AGFI=0.893, CFI=0.944, TLI=0.925, and IFI=0.953, with RMSEA=0.056 and CMIN/df=3.16 (Table 4.15).

Table 4.15

Goodness of fit for overall model

Fit Test	Modified Model
χ^2/df	3.16
GFI	0.921
AGFI	0.893
CFI	0.944
TLI	0.925
IFI	0.953
RMSEA	0.056

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The model was deemed to have a good fit to data with the 41 remaining items and as such, all items were including in the next CFA analysis phase, which involves testing the reliability of the model.

4.3.4.3 Reliability and Convergent Validity of the Overall Model

The data reliability and validity values based on the 41 items of the adjusted CFA model are presented in Table 4.16.

Table 4.16

Reliability and convergent validity of the overall model

Variable	No of Items	Cronbach's Alpha	Average variance extracted (AVE)
Transparency HR practices	13	0.85	0.84
Commitment HR practices	10	0.81	0.73
Working engagement	8	0.82	0.86
Accuracy of working tasks	5	0.92	0.79
Quality of working tasks	5	0.95	0.88

Based on the above Table 4.15, the reliability of the overall model is confirmed depend on 41 items measuring five variables. The Cronbach's alpha test records reliability coefficient more than 0.7, which reflects the high reliability of the final model version. On the other hand, the AVE of all variables in the final model is more than 0.5, which reveal good model data validity.

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In total, the overall final model version is valid and reliable to perform the next CFA and SEM analyses in this study. The next section explains the discriminant validity test of the overall model in this research.

4.3.4.4 Discriminant Validity

The overall modified model was tested for discriminant validity to confirm the correlation among the five first order variables in this study. The variables and the values of discriminant validity are summarized in Table 4.17.

Table 4.17

Discriminant Validity of the Overall Model

	THRP	CHRP	WE	AC	QU
THRP	0.87				
CHRP	0.29	0.82			
WE	0.41	0.39	0.81		
AC	0.17	0.15	0.15	0.74	
QU	0.12	0.03	0.03	0.24	0.85

The good level of inter-correlation among the study variables are presented in the above table based on the 41 items measuring them. Discriminant validity for THRP is 0.87, for CHRP is 0.82, for WE are 0.81, for AC is 0.74, and QU is 0.85. All values confirming the model variable's sufficient interactions. Moreover, the

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correlations among the variables did not exceed the r2 of the average variance extracted from individual variables, confirming the overall model's discriminant validity.

In sum, the overall model's CFA represented by the values of goodness of fit, reliability and convergent validity and discriminant validity supported the usefulness of the construction of the overall model as evidenced by the results in Figure 4.4.

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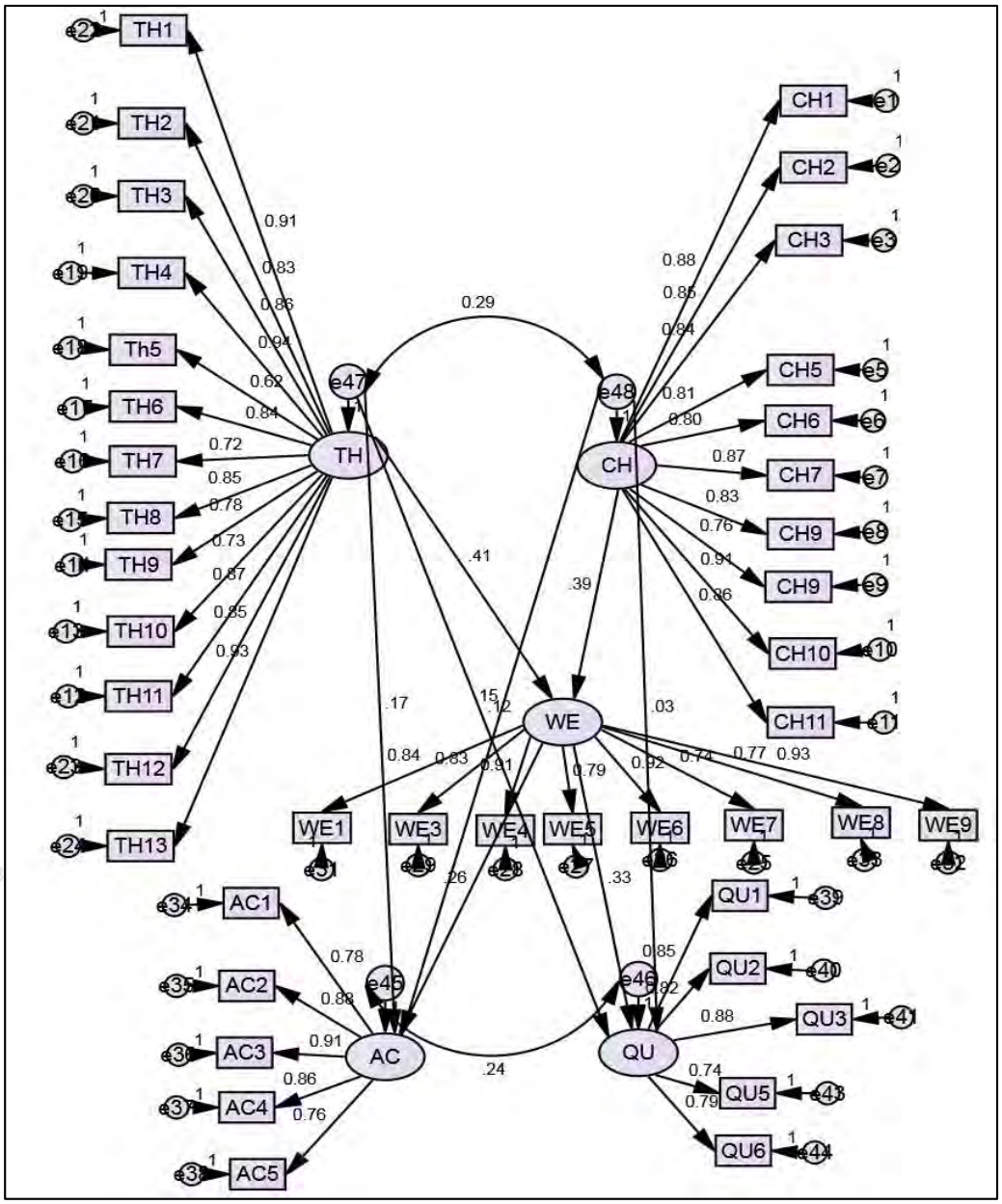


Figure 4.4. CFA of Overall Model

4.4 Descriptive Analysis Results

The descriptive analysis was conducted on the modified model, specifically its 41 items measuring five variables in order to understand the directions of the perceptions of the respondents on the variables.

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All descriptive analysis in this section is conducted based on five Likert scale that explained in chapter 3; 1 for strongly Disagree (SD), 2 for Disagree (D), 3 for Neutral (N), 4 for Agree (A), and 5 for Strongly Agree (SA).

Table 4.18 presents the descriptive analysis results of the Transparency HR Practices (THRP) variable of 13 items. It is clear that the total of respondents is neutral with all THRP items (TH1-TH13). This could reflect some problems of transparency of HRM practices in Iraqi banks.

Table 4.18

Descriptive Analysis of THRP Variable

Item#	Item	SD	D	N	A	SA	Mean	Agreement Level
TH1	The bank has adequate personal information about the employees such as their monthly expenses and social status.	42	69	58	188	43	3.30	Neutral
TH2	In my bank, the policy of salary system is clear.	26	66	94	176	38	3.33	Neutral
TH3	In my bank, the policy of rewards system is clear.	25	45	129	154	47	3.38	Neutral
TH4	In my bank, the policy of promotion system is clear.	15	70	95	182	38	3.39	Neutral
TH5	In my bank, the policy of social security system is clear.	48	54	139	138	21	3.07	Neutral
TH6	In my bank, the policy of health insurance system is clear.	29	76	139	121	35	3.14	Neutral
TH7	In my bank, the policy of end of service indemnity system is clear.	15	45	133	172	35	3.41	Neutral
TH8	In my bank, the policy of allowances system is clear.	20	45	126	168	41	3.41	Neutral

(continue)

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Table 4.18 *(continue)*

Item#	Item	SD	D	N	A	SA	Mean	Agreement Level
TH9	In my bank, the policy of bounces system is clear.	22	54	100	180	44	3.42	Neutral
TH10	In my bank, the policy of training system is clear.	19	60	99	184	38	3.40	Neutral
TH11	The details of HRP policy in the bank is written in structure way.	31	46	142	142	39	3.28	Neutral
TH12	In overall, I understand all the details of HRP policies in my bank.	15	63	131	150	41	3.34	Neutral
TH13	In overall, the HRP policies in many banks is satisfied.	10	45	181	136	28	3.31	Neutral

From the above Table 4.18, the contents show that the respondents are not sure that the bank has adequate personal information about the employees such as their monthly expenses and social status (TH1). Also, the respondents have some ambiguity in understand the bank policy of many HRM systems; salary system (TH2), policy rewards system (TH3), promotions system (TH4), social security system (TH5), health insurance system (TH6), end of service indemnity system (TH7), allowances system (TH8), bounces system (TH9), and training system (TH10). Actually, the respondents are not sure that the details of HRP policy in their bank is written in structure and clear way (TH11).

In total, the respondents haven't sufficient details to understand the HRM practices polices in their banks (TH12) and for this they not sure if the HRM practices policies is satisfied (TH13). In conclusion of THRP variable, it seems that the respondents have some challenges in access and understand the HRM practices policies in their banks which could affect the transparency level of these polices.

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Moving on to the Commitment of HRM policies (CHRP) variables, Table 4.19 presents the descriptive analysis of its items. Similar to THRP variables, the respondents are neutral with all items of CHRP variable (CH1-CH3, and CH5-CH10). CH4 item is excluded from the descriptive analysis because it was previously dropped in the model modification process. This result could indicate that there are some challenges in the commitment of deploy the HRM practices by the leaders of respondents' banks.

Table 4.19

Descriptive Analysis of CHRP Variable

No	Item	SD	D	N	A	SA	Mean	Agreement Level
CH1	In my bank, the leaders are honest in applying the salary policy.	10	79	101	170	40	3.37	Neutral
CH2	In my bank, the leaders are honest in applying the rewards policy.	18	73	111	164	34	3.30	Neutral
CH3	In my bank, the leaders are honest in applying the promotion policy.	19	48	136	152	45	3.39	Neutral
CH5	In my bank, the leaders are honest in applying the health insurance policy.	37	57	154	129	23	3.11	Neutral
CH6	In my bank, the leaders are honest in applying the end of service indemnity policy.	39	47	128	145	41	3.25	Neutral
CH7	In my bank, the leaders are honest in applying the allowances policy.	19	55	117	170	39	3.38	Neutral
CH8	In my bank, the leaders are honest in applying the bounces policy.	25	34	122	178	41	3.44	Neutral
CH9	In my bank, the leaders are honest in applying the training policy.	12	57	113	173	45	3.45	Neutral

(continue)

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Table 4.19 *(continue)*

No	Item	SD	D	N	A	SA	Mean	Agreement Level
CH10	There HRP policies in my bank were applied in good time (i.e., month from the due date of the HRP).	4	71	133	152	40	3.38	Neutral
CH11	I feel that the leaders are honest in applying the written policies of HRP.	10	74	129	146	41	3.33	Neutral

On the basis of the results in the above Table 4.18, it is clear that the respondents are not sure that in their bank, the leaders are honest in applying the HRM policies such as salary practice (CH1), rewards practice (CH2), promotions practice (CH3), health insurance (CH5), end of service indemnity (CH6), allowances (CH7), bounces (CH8), and training (CH9).

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Also, the respondents do not fully understand the plans of applying the HRP policies in their bank (TH10) and the respondents are not sure about their feelings in judge the leaders honest in applying the policies of HRP (TH11). These results could indicate the problems in the transparency and commitment of HR practices in the respondents' banks. The ambiguity in present and apply the HRM policies may lead to weak employees understanding about the practices that could gain from their efforts in doing their jobs. The next descriptive analysis of working engagement would provide further explanations about the respondents working environment in term of HRM practices.

Table 4.20 presents the descriptive analysis of Working Engagement (WE) variable. The respondents are agreed with items WE3, WE4, WE6, and WE9 in this variable, and they are neutral with items WE1, WE5, WE7, and WE8 in this variable.

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WE2 items excluded from the descriptive analysis because it was previously dropped in the model modification process.

Table 4.20

Descriptive Analysis of Working Engagement (WE) Variable

No	Item	SD	D	N	A	SA	Mean	Agreement Level
WE1	At my work, I feel stratified.	32	183	92	62	31	2.69	Neutral
WE3	At my job, I feel strong and vigorous.	12	55	76	195	62	3.60	Agree
WE4	My job inspires me.	12	59	68	188	73	3.62	Agree
WE5	I feel happy when I am working intensely.	17	55	108	162	58	3.47	Neutral
WE6	I am proud of the work that I do.	21	39	75	186	79	3.66	Agree
WE7	I can continue working for very long periods at a time.	15	55	135	140	55	3.41	Neutral
WE8	At my work, I always persevere, even when things do not go well.	15	60	110	162	53	3.44	Neutral
WE9	It is difficult to detach myself from my job.	12	70	85	170	63	3.50	Agree

The above Table 4.20 shows that the respondents are feel strong and vigorous in their jobs (WE3) as well as their jobs inspire them (WE4). The respondents mentioned that they proud of their works (WE6) and it is difficult to detach themselves from their jobs (WE9). The analysis of these items indicates the positive attitudes from the respondents toward their jobs and their readiness in engage their works effectively.

However, the respondents are not sure that they feel stratified at the work (WE1), they are not sure that they feel happy when they are working intensely (WE5),

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and they are not sure if they can continue working for very long periods at a time (WE 7). Also, the respondents are not sure that they always persevere, even when things do not go well (WE8). The analysis of these items could present the importance of motivate the employees (such as apply HRM practices) to put more efforts and time in perform their jobs.

In conclusion to the above descriptive analysis of THRP, CHRP, and WE variables, the respondents have positive feelings toward their jobs, but they are not sure if they can expend more efforts and time to perform their jobs. this because of the challenges of transparency and commitment of HRM practices in the respondents' banks. The next descriptive analysis could provide more explanations about the job performance variables in term of transparency and commitment of HRM practices.

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Table 4.21 presents the descriptive analysis of Accuracy of working tasks (AC), which is dimension of job performance variable in this study. The respondents are neutral with all items in this variable (AC-AC5). It seems that the respondents have some challenge in provide accurate working tasks in their jobs.

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Table 4.21

Descriptive Analysis of (AC) Variable

No	Item	SD	D	N	A	SA	Mean	Agreement Level
AC1	The provided HRP motivates me to provide accurate working tasks.	20	79	95	167	39	3.31	Neutral
AC2	The provided HRP motivates me to avoid my past mistakes.	7	73	124	163	33	3.35	Neutral
AC3	The HRP motivates me to provide free-error services.	2	72	126	156	44	3.42	Neutral
AC4	The provided HRP match with the effort that I expend to review my tasks many times.	16	56	166	121	41	3.28	Neutral
AC5	The provided HRP motivates me to assure that the customers have not any complains.	9	61	130	153	47	3.42	Neutral

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The above Table 4.21 shows that the respondents were convinced that the provided HRM practices could motivates them to provide accurate working tasks (AC1). Also, the respondents are not sure that provided HRM practices are motivate them to avoid the past mistakes in their jobs (AC2) or provide free-error services (AC3). Furthermore, the respondents are not fully agreed that the provided HRM practices match with the effort that they expend to review the tasks many times (AC4). Lastly, the respondents are not fully agreeing that the provided HRM practices motivate them to assure that the customers have not any complains (AC5).

Table 4.22 shows the descriptive analysis of another job performance dimension, which is the Quality of working tasks (QU) in term of HRM practices. With regards to descriptive analysis of QU variable, the respondents are neutral with all items in this variable. QU4 items excluded from the descriptive analysis because it

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was previously dropped in the model modification process. Again, it seems that the respondents have some challenge in provide quality working tasks in their jobs.

Table 4.22

Descriptive Analysis of (QU) Variable

No	Item	SD	D	N	A	SA	Mean	Agreement Level
QU1	The provided HRP application motivates me to find new approaches to execute tasks.	13	56	122	171	38	3.41	Neutral
QU2	The provided HRP application motivates me to accomplish my tasks in fast time.	5	78	116	161	40	3.38	Neutral
QU3	The provided HRP application motivates me to expend efforts in improve the quality of services	17	54	125	165	39	3.38	Neutral
QU5	The provided HRP application motivates me to suggest innovated ways to accomplish my working tasks.	9	64	118	160	50	3.45	Neutral
QU6	The provided HRP application motivates me to improve my skills in order to provide better services.	10	62	117	153	58	3.46	Neutral

It is evident from the above table that the respondents were unsure that the HRM practices application motivates them to find new approaches to execute the working tasks (QU1) Also, the respondents are not fully agreeing that the provided HRP application motivates them to accomplish their tasks in fast time (QU2). Moreover, the respondents are not sure that thee provided HRP application motivates them to expend efforts in improve the quality of services (QU3) or suggest innovated ways to accomplish the working tasks (QU5). Lastly, the respondents are redundant in

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considered the provided HRP application motivates them to improve their skills in order to provide better services (QU6).

The descriptive analysis of the job performance dimensions (accuracy and quality of working tasks) confirms the effect of the transparency and commitment of HRM practices on the job performance of the employees. The respondents feel that their banks are not serious in provide and apply the HRM practices (see Tables 4.17 and 4.18). Therefore, the respondents are not sure if they have sufficient motivation to enhance the accuracy and quality of the working tasks in their jobs.

In sum, the descriptive analysis results support that the problems in transparency and commitment of HRM practices could lead to challenges in working engagement, which effect on the accuracy and quality of working tasks. The respondents' need to feel that the HRM practices are transparent and applied effectively in the working environment in order to enhance the working engagement and consequently improve the job performance such as the accuracy and quality of working tasks. This conclusion would support by the testing of the research hypotheses the SEM analysis in the next section.

4.5 Structural Model and Hypotheses Testing

SEM is the second topmost significant process in the SEM statistical analysis process. Following the validation of the measurement model, the variables relationships are assessed, and the structural model encapsulates details of the relationships among the

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independent and dependent variables (Ho, 2006). First, the overall model fit is focused on, followed by the size, direction and the parameter estimate that were previously hypothesized. Hair et al. (2006) proposed indicating the relationships using one-headed path diagram. Finally, the structural model is confirmed through the analysis of the proposed relationships among the identified and assessed variables. AMOS and the maximum likelihood estimate method were utilized in this study for the examination of the proposed hypotheses. The SEM's representation of the direct and indirect paths among the study factors (TCHRP, WE and JP variables) are presented in Figure 4.5.

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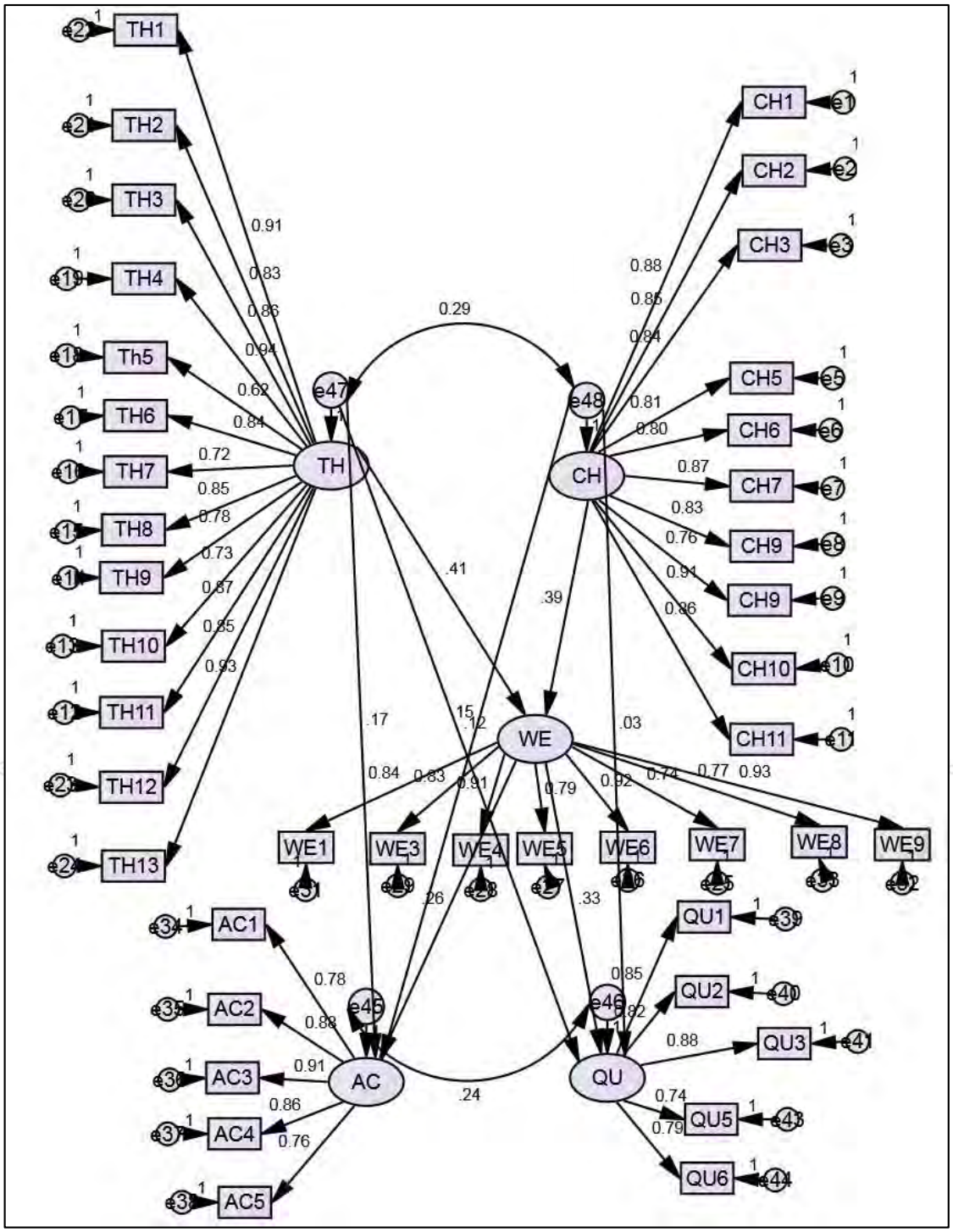


Figure 4.5. Structural Equation Model

The SEM analysis results showed that the goodness-of-fit indices of the structural model to sufficiently fit the data. The indices are df=400, $\chi 2/df=3.16$, p-value=0.000 and RMSEA=0.056. Figure 4.5 displays the direct and indirect

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hypotheses to be tested and accordingly, the following sub-sections explain details of such testing.

4.5.1 Direct Effect Hypotheses

In this study, TCHRP is considered as the independent variable and it covers two dimensions namely, Transparency HR practices (THRP) and Commitment HR practices (CHRP). On the other hand, Working Engagement (WE) is considered as the mediating variable. Furthermore, the Job performance (JP) is considered as the dependent variable with two dimensions namely Accuracy of working tasks (AC) and Quality of working tasks (QU).

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Accordingly, this study examined the direct effects of the variables involving, the direct effects of THRP and CHRP on 'WE', representing hypothesis H1, and the direct effects of 'WE' were examined on AC and QU, representing hypothesis H2. Figure 4.5 depicts the AMOS structural model graphs and standardized regression weights. The study also examined the direct relationships using a significance level of p-value=0.05, to test the possibility of the relationship effect in one direction. Through the parameter estimates, the hypothesized direct effects can be determined. Table 4.23 displays the path coefficients and results of the hypothesized direct effects.

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Table 4.23

Hypothesized Direct Effects of the Variables in Structural Model

Path	Unstandardized Estimate		Standardized Estimate	c.r.	P-value	Sub Hypotheses Results	Overall Hypotheses results
	Estimate	S.E.	Beta				
THRP→WE	0.247	0.082	0.41**	2.412	0.005	H1a: Supported	H1: Supported
CHRP→WE	0.234	0.079	0.39**	2.632	0.005	H1b: Supported	
WE→AC	0.217	0.092	0.26**	2.215	0.008	H2a: Supported	H2: Supported
WE→QU	0.252	0.065	0.33**	2.876	0.006	H2b: Supported	

*p< 0.05, **p< 0.01, ***p< 0.001

In the above Table 4.23, hypotheses H1 and H2 results are presented, and the findings indicated the following.

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a. H1: There is a significant impact between transparency and commitment of HRM practice and employees' working engagement in Iraqi banks. In other words, H1 is based on two sub-hypotheses, which are as follows.

   i. H1a: There is a significant impact between transparency of HRM practice and working engagement in Iraqi banks: The direct path between THRP and WE in the structural model analysis reveals the following (β =0.41, C.R. = 2.412, and p= 0.005) and thus supporting hypothesis H1a and confirming the significant relationship between THRP and WE.

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ii. H1b: There is a significant impact between commitment of HRM practice and working engagement in Iraqi banks: The direct path between CHRP and WE in the structural model analysis reveals the following (β =0.39, C.R. = 2.632, and p= 0.005) and thus supporting hypothesis H1b and confirming the significant relationship between CHRP and WE.

Despite the Supporting of H1a and H1b based on the results, overall, H1 is considered to be supported, indicating a positive relationship between TCHRP and working engagement among banks in Iraq. This hypothesis confirms the findings in the descriptive analysis about the effect of transparency and commitment of HRM practices on working engagement. The HRM practices aims to motivate the employees' attitudes toward the working engagement. Thus, the policies of HRM practices need to be clear and transparent for the employees in order to show the organization plans of HRM practices. On the other hand, the employees need to feel that the leaders are commitment in applying the HRM practices in the working environment. As a result, the problems in the transparence and commitment of HRM practice could lead to challenges in the working engagement.

b. H2: There is a significant impact between working engagement and Job performance in Iraqi banks. This hypothesis is divided into two sub-hypotheses to explain the relationship in detail.

i. H2a: There is a significant impact between working engagement and accuracy of working tasks in Iraqi banks: based on the results of the structural model analysis for the direct path between WE and AC (β

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=0.26, C.R. = 2.215, and p= 0.008), indicating support for H2a. In other words, there is a significant WE-AC relationship.

ii. H2b: There is a significant impact between working engagement and quality of working tasks in Iraqi banks: based on the results of the structural model analysis for the direct path between WE and QU (β =0.33, C.R. = 2.876, and p= 0.011), indicating support for H2b. In other words, there is a significant WE-QU relationship.

In sum, this study supports hypothesis H2 and its sub-hypotheses, indicating a positive relationship between working engagement and job performance of the banks in Iraq. In this regard, the high level of working engagement could improve the job performance such as accuracy and quality of working tasks. The employees who feel more engage in the working environment would provide further efforts and time to do their jobs accurately and quality. Otherwise, the weak level of working engagement may affect negatively on the job performance. The employees who do not feel that they a part of working environment will not provide their best for accurate and quality working tasks.

4.5.2 Mediating Effect Hypothesis

The results of the mediation analysis have their basis on the correlations among the variables. For this purpose, an appropriate tool to examine the covariance relationship

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among three variables (independent, dependent and mediating variables) is the decision tree framework approach (refer to Figure 4.6).

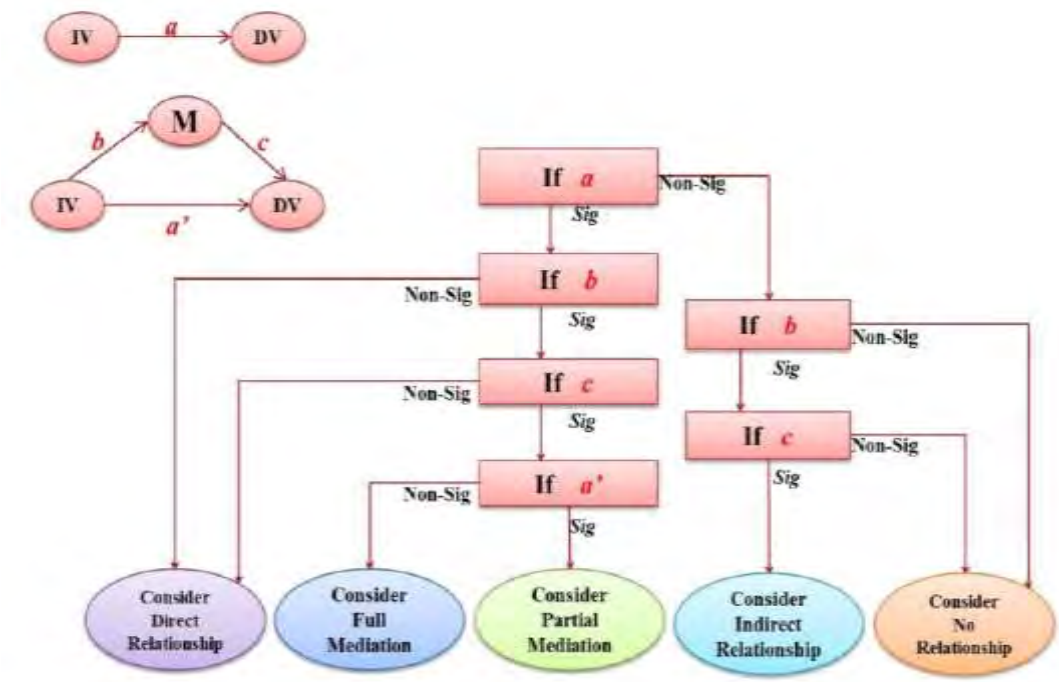


Figure 4.6. Decision tree for intervening effects (Mathieu & Taylor, 2006)

A significant mediation result is deemed to exist if the three correlation variables (path a, b and c) in the above decision tree framework are statistically significant. Baron and Kenny (1986) and Mathieu and Taylor (2006) explained that even if one of the three paths is not significant, then there is no mediation effect. On the other hand, if all three paths are significant, and with the introduction of the mediating variable, the independent variable direct effect on the dependent one becomes insignificant, then the mediating variable is said to have complete mediation, otherwise its partial mediation, in which case, the relationship between independent and dependent variable may be direct, indirect or no relationship if the analysis results show non-appearance, full or partial mediation.

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Referring back to the figure above, if cases where there is no significant path a, but there are significant paths b and c, then the independent variable has no significant indirect effect on the dependent one, via the mediating variable. However, if there is a significant path a but nonsignificant paths b and c, then the independent variable has a direct effect on the dependent one. Still another case is when there is no significant path and no significant relationship in paths b and c, then it can be concluded that there is no relationship between the independent and the dependent variable.

The SEM approach is a suitable one to employ compared to the regression techniques to test the mediating effect as the former enables modeling of measurement and structural relationships and produces overall fit indices (Browne et al., 1993; Garver & Mentzer, 1999). Specifically, for the mediating effect (H3) examination, this study adopted the bootstrapping method as suggested by Bagozzi and Yi (1988). The findings showed the following details.

c. H3: There is a significant mediating effect of working engagement on the relationship between transparency & commitment of HRM practices and job performance in Iraqi banks.

Table 4.24 shows that there is mediation of working engagement on the relationship between transparency & commitment of HRM practices and the job performance in Iraqi banks, which means hypothesis H3 is supported. In particular, the indirect paths THRP→WE→QU and CHRP→WE→QU were highly significant more than the indirect paths THRP→WE→AC and CHRP→WE→AC. This shows

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that the working engagement plays a mediating role in the TCHRP and JP relationship among Iraqi banks.

Table 4.24

Paths test for H3

Specific Indirect effect	**Standardized total effect**	**P-value**
THRP->WE->AC	.173	.028*
THRP->WE->QU	.188	.004**
CHRP->WE->AC	.167	.019*
CHRP->WE->QU	0.031	.008**

Table 4.24 indicates the presence of significant relationship between transparency of HR practice (THRP) and accuracy of working tasks (AC), through the mediating effect of working engagement, with the standardized total effect and p-value being 0.173 and 0.028 respectively. This supports the significant effect of working engagement ($p<0.05$) on the relationship between (THRP) and (AC). On the other hand, there is significant relationship between transparency of HR practice (THRP) and quality of working tasks (AC), through the mediating effect of working engagement, with the standardized total effect and p-value being 0.188 and 0.004 respectively. This supports the significant effect of working engagement ($p<0.05$) on the relationship between (THRP) and (QU)

Along a similar line of finding, working engagement was found to significantly affect the CHRP-AC relationship, with the indirect path between the variables obtained as 0.167 (standardized total effect) and 0.019 (p-value). Also, working engagement was found to significantly affect the CHRP-JP relationship, with

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the indirect path significance being 0.031 and 0.008 for the standardized total effect and p-value respectively.

In sum, hypothesis H3 was supported in light of working engagement mediating effects. All indirect paths of working engagement are supported, which reveal the working engagement role in the relationship between TCHRP and JP in Iraqi banks. Stated clearly, the accuracy and quality of working tasks can be enhanced as the working engagement is improved and the working engagement could be improved through provide HRM practices under the transparency and commitment conditions. This supports the importance of transparency and commitment of HRM practices in motivate the working engagement and consequently improve the job performance in Iraqi banks. The next section summarizes the overall direction of this chapter.

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4.6 Chapter Summary

In the present research, two major stages were conducted for the analysis of the quantitative data gathered through the questionnaire instrument. In the first stage, preliminary data analysis was run including data normality test, missing data test and test to determine outliers. This stage is a significant one as it makes sure that data meets the fundamental assumptions of SEM. Such analysis also ensures that the data set in the questionnaire items followed a normal distribution, with no errors, missing values and univariate outliers.

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In the second stage, SEM analysis was applied in two stages; first, a measurement model was developed for the latent constructs, after which the uni-dimensionality, reliability and validity of the constructs in the model were confirmed and validated. Second, the research hypotheses were tested using a structural model.

In the structural model, the research hypotheses direct effects, proposed in hypotheses H1 and H2 were tested, along with the indirect effects, proposed in hypothesis H3. Several sub-hypotheses were tested to test the major research hypotheses using path analysis in AMOS. The path coefficients of each hypothesized path were tested.

The results of the analysis showed a significant relationship between transparency & commitment of HRM practice and working engagement of Iraqi banks, supporting hypothesis H1. In hypothesis H2 results, a significant relationship was supported between working engagement and job performance (accuracy and quality of working tasks) in Iraqi banks.

Lastly, the mediation analysis results proposed in hypothesis H3 revealed a significant mediating effect of working engagement on the relationship between transparency & commitment of HRM practice and job performance (accuracy and quality of working tasks). In the next chapter, the study summarizes the results, and presents the recommendations and conclusions of the research.

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CHAPTER 5

DISCUSSION AND CONCLUSION

5.0 Introduction

This chapter discusses the research findings and recommendations in term of the research objectives and hypotheses. This chapter consists of six main sections; section 5.1 discusses the research outcomes, section 5.2 explains the research contributions, section 5.3 clarifies research theoretical and practical implementations, section 5.4 presents the main research limitations, section 5.5 suggests future works based on the research outcomes, and finally, section 5.6 includes the conclusion of this research.

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5.1 Discussion OF Findings

This study aimed to examine the effect of transparency and commitment of HRM practices as well as the working engagement on job performance and to examine the mediating role of working engagement. Based on the above directions, there are three research objectives are constructed:

(1) to investigate the relationship between transparency and commitment of HRM practices and employees' working engagement in Iraqi banks.
(2) to investigate the relationship between employees' working engagement and job performance in Iraqi banks.
(3) to examine the mediation effect of employees' working engagement on the relationship between transparency and commitment of HRM practices and job performance in Iraqi banks.

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The conceptual model of this study argues that transparency and commitment of HRM practices that is the independent variable, working engagement is the mediating variable, and job performance is the dependent variable in this research. The HRM practices are effective method to motivate the working engagement of the employees. The employees need to understand the HRM practices policy, and the leaders should commitment in applying the practices policies in order to enhance the trust level between the employees and the organization, which improve the working engagement level. The employees who feel that they gain additional benefits from the organization (i.e., HRM practices) would provide more working engagement, which improve the total job performance.

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Based on the conceptual model in this research, three main research hypotheses are developed:

(1) there is a significant relationship between transparency and commitment of HRP and employees' working engagement in Iraqi Banks, and
(2) there is a significant relationship between employees' working engagement and the job performance in the Iraqi Banks, and
(3) there is a mediating significant of working engagement on the relationship between the transparency and commitment of HRP and the job performance in the Iraqi Banks.

In order to address the research objectives and hypotheses, a questionnaire was conducted with 400 employees in three Iraqi banks that are Rafedeen Bank, Baghdad Bank, and Kurdistan Bank for Investment and Development. The collected quantitative data were analyzed based on structural equation model tests using AMOS through analysis procedures including data screening, normality, confirmatory factor analysis, and test the direct and indirect paths between the model variables.

5.1.1 Transparency and Commitment of HRM Practices and Employees' Working Engagement

To begin with, the first objective is aligned with the first main research question which is - What is the relationship between transparency and commitment of HRM

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practices and employees' working engagement in Iraqi banks? Several studies were contended to clarify the relationship between the properties of HRM practices and the working engagement (Ijigu, 2015; Sai'd et al., 2014; Mochama, 2013; Majumder &Hossain). In particular, the working engagement level could be improved when the employees feel that the leaders are honest and fair in provide the HRM practices. Thus, the HRM policy in the organization should transpire and clear for all employees in order to show the expected benefits based on the employee's working performance. On the other hand, the leaders should commitment in apply the HRM policy to assure the trust between the leaders and the employees. In total the transparency and commitment of HRM policy would motivate the employees to engage their works and do their best to conduct the jobs.

Based on the first research question, the study tests the first research hypothesis H1; there is a significant relationship between transparency and commitment of HRM practices and employees' working engagement in Iraqi Banks, which includes two sub-hypotheses as the following:

a. H1a: there is a significant impact between transparency of HRM practice and working engagement in Iraqi banks.
b. H1b: There is a significant impact between commitment of HRM practice and working engagement in Iraqi banks.

The SEM analysis results indicated support from H1a and H1b, whereby hypothesis H1 is deemed to be supported. Thus, there is transparency and

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commitment of HRM practices is play important role in enhances the level of working engagement in Iraqi banks.

HR (employees) represents the main success key of the business development (Nasifoglu et al., 2020; Kerdpitak & Jermsittiparsert, 2020; Kerdpitak & Jermsittiparsert, 2020; Saad & Abbas, 2018). The jobs in the working environment are conducted based on the employees' knowledge and skills. Thus, the total job performance could be improved when the employees accomplish their tasks in best ways such as accurate and quality tasks (Al-husseini , 2020; Ramawickrama et al., 2019; Ismail et al., 2019; Frieder et al., 2018; Yuen et al., 2018; Song et al., 2018; Masa'deh et al., 2017). The level of job performance is challenges by the weak level of employees' engagement in the working environment (Miranda et al., 2020; Setiyani et al., 2019; Fan et al., 2019; Yin, 2018; Gerards et al., 2018; Albasu & Nyameh, 2017; Wahlberg et al., 2017; Engelbrecht et al., 2017; Albrecht et al., 2015). Hence, the employees should be motivated to engage their works using effective methods.

There are many theories support the main aim of this research such as social exchange theory, prior theory, authentic leadership theory and total quality theory. The total quality management theory suggests that the job performance would be improved based on the enhancement on employees' working engagement (Adawiyah et al., 2020; Kiprotich et al., 2018; Al-Ettayyem&Zu'bi, 2015; Samson &Terziovski, 1999; Anderson et al., 1994). On the other hand, the economic exchange theory explains that the HRM practices such as compensations and training would be provided to enhance the level of employees' the working engagement (Yin, 2018; Albasu & Nyameh, 2017; De Lange, 1980; Constant, et al., 1994). Moreover, the

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prior and authentic leadership argued that the HRM practices policies should transparent and clear for all employees in the organizations and the leaders should be honest and committed in applying the defined policy of HRM practices (Wiewiora & Kowalkiewicz, 2019; Miao et al., 2018; Gill et al., 2018; Bowen & Ostroff, 2004). In total, the theories show the importance of the HRM practices transparency and commitment to enhance the employees' working engagement and consequently improve the job performance of the organizations.

5.1.2 Employees' Working Engagement and Job Performance

Moving on to the second research objective, the main research question states, what is the relationship between employees' working engagement and job performance in Iraqi banks? Several studies were contended to clarify the relationship between the working engagement and job performance in the organizations (Almarganhi, 2008; Gure, 2010; Karanja, 2012). In particular, the enhancement on working engagement level could improve the job performance such as services accuracy and quality. The employees who feel that they a part of the working environment would provide many efforts to do accurate and quality services. The quality and accuracy of the bank's services control the total job performance of the banks.

Based on the second research question, this study developed and proposed the second hypothesis of the research tested on two sub-hypotheses; H2: There is a significant impact between working engagement and Job performance in Iraqi banks.

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a. H2a: There is a significant impact between working engagement and accuracy of working tasks in Iraqi banks.
b. H2b: There is a significant impact between working engagement and quality of working tasks in Iraqi banks.

On the whole, the SEM analysis results supported H2 including the two sub-hypotheses (H2a and H2b). The direct path between working engagement and job performance is significant at H1a. Thus, there is the enhancement on working engagement plays important role in improve the job performance of Iraqi banks.

5.1.3 Mediating of Working Engagement

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Moving on to the last objective of the research, which is aligned with the research question stating, is there mediation effect of employees' working engagement on the relationship between transparency and commitment of HRM practices and job performance in Iraqi banks? The literature review shows the research gap in this field. There is lack in the evidence about the relationship between the relationship between transparency and commitment of HRM practices and job performance in Iraqi banks through the mediating effect of the working engagement in the banks.

Based on the above question, this study proposed a hypothesis following a review of relevant theories as a result of which, the third main research hypothesis reads; H3: There is a significant mediating effect of working engagement on the

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relationship between transparency & commitment of HRM practices and job performance in Iraqi banks.

To test H3, the SEM indirect test results showed that there is mediation effect of working engagement on the relationship between transparency & commitment of HRM practices and the job performance in Iraqi banks, which means that hypothesis H3 is supported. In particular, all indirect paths in H3 are significant. This shows that the working engagement would be enhanced based on the transparency and commitment of HRM practices, whereby the job performance (services accuracy and quality) would be improved. This supports the importance of transparency and commitment of HRM practices in motivate the working engagement and consequently improve the job performance in Iraqi banks.

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Aside from the employed SEM analysis, this study also made use of descriptive analysis to obtain detailed findings. The respondents to the questionnaire, represented by 400 bank employees reported several issues of transparency and commitment of HRM practices in their banks. The respondents do not fully understand the plans of applying the HRP policies in their bank. Also, the respondents are not sure if the leaders in their banks are commitment in applying clear HRM practices. These issues could lead to weakness in working engagement level. Based on the descriptive analysis, the respondents are not sure if they can expend more efforts and time to perform their jobs. Moreover, the respondents feel that their banks are not serious in provide and apply the HRM practices. Therefore, the respondents are not sure if they have sufficient motivation to engage their works effectively in

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order to enhance the accuracy and quality of the working tasks in their jobs, whereby the job performance may decrease.

By comparing the descriptive analysis conclusions with the results of research hypotheses, the Iraqi bank needs should focus on transparency and commitment of HRM practices to enhance the employee's working engagement in order to improve the job performance in the banks such as services quality and accuracy. In the next section, the research contributions are enumerated.

5.2 Research Contributions

On the basis of the research findings, this study lists the study contributions in light of the gap in research. One of the contribution of this study is the properties of HRM practices policy. While there are some studies devoted the importance of HRM practices (such as compensations and training) in the banks, there is lack in explore the properties of HRM practices policy such as transparency and commitment of practices policy in banking sector, especially in Iraqi banks. Past studies show the importance of HRM practices to motivate the employees in the working environment (Yin, 2018; Albasu & Nyameh, 2017; De Lange, 1980; Constant, et al., 1994).

Other studies show the fairness importance in provides the HRM practices using ideal policies (Wiewiora & Kowalkiewicz, 2019; Miao et al., 2018; Weiss et al., 2018; Gill et al., 2018; Xu et al., 2017; Viitala et al., 2017; Chiniara & Bentein, 2016; Leroy et al., 2015; Eisenbeiss et al., 2015; Leroy et al., 2012; Kaptein, 2011;

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Palanski&Yammarino 2011). However, there is lack in the empirical studies on the importance of transparency of HRM practices for the employees, and the commitment of leaderships in applying the practices policies. This research clarifies the role of the transparency and commitment of HRM practices in motivates the employees in the banks. The clearness and honest in applying the HRM practices in working environment could enhance the trust level between the employees and their organizations.

Relationship between transparency and commitment of HRM practices and working engagement: studies dedicated to examining this relationship in literature are still lack. Most of conducted studies are focuses on the relationship between the HRM practices (such as compensations and training) and the working engagement (González-Gancedo et al., 2019; Setiyani et al., 2019; Gerards et al., 2018; Wahlberg et al., 2017; Ijigu , 2015; Sai'd et al., 2014; Mochama, 2013; Majumder and Hossain, 2012; Hunjra et al., 2010; Absar et al., 2010). The past studies focus on the contents of the HRM practices such as training and compensations and its role in enhance the employee's working engagement (González-Gancedo et al., 2019; Setiyani et al., 2019; Gerards et al., 2018; Wahlberg et al., 2017).

However, there is lack in the empirical evidence about the relationship between the properties of HRM practices policy (such as transparency and commitment of practices policy) and the working engagement in banking sector, especially in Iraqi banks. Thus, this study contributes through the findings that evidenced the significant relationship between transparency and commitment of HRM practices and the working engagement in Iraqi banks (research hypothesis #1).

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The transparency and commitment of HRM practices would enhance the working engagement of employees in Iraqi banks, which construct useful relationship between the employees and their jobs.

Mediating effects of working engagement on the relationship between transparency and commitment of HRM practices and job performance: Most of conducted studies in this domain focus on the relationship between HRM practices and working engagement or the relationship between working engagement and job performance (Miranda et al., 2020; Adawiyah et al., 2020; González-Gancedo, 2019; Yin, 2018;Gerards et al., 2018; Wahlberg et al., 2017; Yalabik et al., 2017). Some works focuses on leader's commitment toward the needs of the employees in the working environment (Rizal et al., 2014; Sattar et al., 2015; Siramiati et, al., 2016). However, these studies were not clarifying the relationship between HRM practices transparency and commitment, working engagement, and job performance.

There is strong lack in the empirical evidence about the relationship between the properties of HRM practices policy (such as transparency and commitment of practices policy) and the job performance through the effect of working engagement in banking sector, especially in Iraqi banks. Thus, this study contributes through the findings that evidenced the significant relationship between transparency and commitment of HRM practices and job performance based on the mediating effect of the working engagement in Iraqi banks (research hypothesis #3). The transparency and commitment of HRM practices would improve the accuracy and quality of the services in the banks depends on the enhancement on the working engagement level of employees in Iraqi banks, which improve the total job performance in Iraqi banks.

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5.3 Research Implications

Several theoretical implications can be culled from the findings of this research. This research presents a conceptual model that includes important information about the relationship between the transparency and commitment of HRP, working engagement, and job performance of the banks. The provided model provides important information that could enrich the literature of HRM practices. The past works focuses on the HRM practices rather than the properties of the practices policy in the organization. The HRM practices may not effective if these practices are not clear and transparent for all employees in the organization. On the other hand, the HRM practices are not useful if the leader not commitment in applying these practices in the working environment.

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This research gives important evidence about the relationship between transparency and commitment of HRM practices and working engagement in the banks. The employees would provide high level of working engagement when they understand the HRM practices and feel that the leaders are honest in applying these practices in the working environment. This evidence could enhance researchers' visions about the further dimensions HRM practices in connection with other variables such as working engagement or employees' innovation. This research gives important evidence about the direct and indirect relationships between transparency and commitment of HRM practices, working engagement, and job performance in the banks. This evidence fills research gap in the domain of improve the job performance of the banks. Thus, researchers could improve their models of job performance

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according to transparency and commitment of HRM practices rather than focus on the components HRM practices.

On the other hand, several practical implications can be culled from the findings of this research. This study clarified the importance of policy properties of HRM practices such as transparency and commitment. Therefore, the banks leaders would assure the clearness and transparency of the HRM practices for all employees in the banks. On the other hand, the banks leaders should be honest in applying the HRM practices in the working environment.

This research informs the banks leaders about the need to enhance the working engagement level in order to improve the job performance such as services quality and quality. Hence, the banks leaders could apply effective methods in the working environment to enhance the working engagement level. This research informs the bank leaders about the need to provide efficient HRM practices policy to enhance the job performance. The efficient HRM practices policy may improve other variables rather than the working engagement. For example, the working innovation behavior would be enhanced based on efficient HRM practices policy, which improve the job performance in the banks.

This research provides important information about the reality of HRM practices in the Iraqi banks (based on the descriptive analysis in chapter 4). It seems that the HRM practices polices in Iraqi banks faced by many challenges, which effect on the employee's motivation toward their jobs. Thus, the leaders in Iraqi banks need to improve the efficiency of HRM practice policy such as the transparency and

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commitment of these practices. This research provides important information about the reality of working engagement in the Iraqi banks (based on the descriptive analysis in chapter 4). It seems that the working engagement faced by many challenges, which effect on the job performance of the bank. Thus, the leaders in Iraqi banks need to find effective ways or methods to improve the working engagement of the employees.

5.4 Research Limitations

This study has several limitations that have to be mentioned and underlined in order for future studies to extend the research. The researcher forced to adopt specific sampling technique such as random sampling in order to avoid the confidentiality policies in the banking sector. The banks prevent the researcher from obtaining data from employees with working roles (Albdour & Altarawneh, 2014). Convenience sampling is selected to draw samples from sampling units.

Owing to the Iraqi banks privacy policies the data collection was rife with complexity. The researcher managed to collect a total of 400 useable responses after a year span, incurring much effort owing to the complexity of the procedures that the banks employees had to adhere to. The researcher was not permitted to communicate with the employees in a direct manner as a result of which the questionnaire had to be forwarded to the banks centers, which collected the data from the employees following the instructions provided by the researcher. Data was recollected repetitively owing to mistakes in filling in the questionnaire, little sample collection,

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and inconsistent data collection and deiced techniques of collection, among others. This calls for the need to simplify collection of data from institutions characterized by high privacy policies, such as banks.

Literature holds little evidence regarding the relationship between the study factors and this made developing the research model and formulating the hypotheses challenging. Several studies have provided knowledge and information on HRM practices, working engagement and job performance but not in the context and extent of this study. It is thus crucial to examine the domain in-depth and for a longer period of time. In fact, several study premises could not be examined in this research owing to the limited PhD study spanning only 3-5 years.

Difficulties arose in providing explanations concerning the transparency and commitment of HRM practices to the bank employees. This is because they have little knowledge about the properties of HRM practices policy and thus, passing on the idea of transparency and commitment of HRM practices through the introduction was quite difficulty, compounded further by the bank's privacy policy.

5.5 Future Works

According to the study outcomes, further studies could be conducted to examine the transparency and commitment of HRM practices from the leaders' perspective in the banks. The leaders could identify the challenges and solutions of provide transparent HRM practices and the best methods to apply these practices in the working

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environment. The other job performance variables such as services cost, services flexibility, and delivery time of services are important variables would be explored in the relation of transparency and commitment of HRM practices as well as working engagement in banking sector.

The relationship between transparency and commitment of HRM practices and the job performance in the banks could be investigated based on the mediating effects of variables such as working innovation behavior. The working innovation behaviors represent the employees' attitudes and norms toward innovates new and best solutions in conduct their jobs. The innovation behavior would be enhanced through effective HRM practices policy (such as transparency and commitment), whereby the job performance in the banks would be enhanced based on the innovation activities in the working environment.

The job performance represents the services excellence in total operational excellence of the banks. Thus, other operational excellence of the banks could be explored in term of the relationship between transparency and commitment of HRM practices and the working engagement. The most important operational excellence dimensions are the people excellence (quality of employees' knowledge and skills) and controls excellence (such as information workflow between the employees).

The relationship between transparency and commitment of HRM practices and the competitive advantages of the banks could be investigated based on the mediating effect of working engagement. The competitive advantage represents the services value of the bank comparing with other banks in the market. Thus, the

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employees need to provide competitive services, which require high level of commitment by the employees toward their banks in order to assure the competitiveness in the working environment comparing with other banks in the market. In other meaning, the working engagement level in the bank should be better than working engagement in other banks.

The transparency and commitment of HRM practices could be assured through technology system of HRM bundles. The development of electronic system of HRM practices is important to enhance the transparency and commitment of apply the HRM practices based on clear and recorded processes using electronic system.

5.6 Conclusion

This final chapter of the thesis contains discussions on the research findings in connection with the research objectives, research questions, the conceptual model and the formulated research hypotheses. This study made use of SEM's AMOS to analyze the data obtained from 400 responses to provide the research findings. The findings supported the argument that working engagement has mediating effect on the relationship between transparency and commitment of HRM practices and the job performance in Iraqi banks. The findings also supported that transparency and commitment of HRM practices are the key to enhancing working engagement in the Iraqi banks. Moreover, the working engagement plays important role in enhance the job performance in Iraqi banks. In total, the Iraqi banks would improve their job performances through enhance the employees working engagement level, whereby the

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transparency and commitment of HRM practices should be assured to enhance the working engagement. This chapter provided the research contributions in line with its mitigation of the noted gaps in literature. The chapter also enumerated the implications, limitations and recommendations for future work.

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APPENDIX A: Survey Questionnaire

Invitation for Survey

THE MEDIATING EFFECT OF EMPLOYEE WORKING ENGAGEMENT IN DETERMINING THE RELATIONSHIP BETWEEN THE TRANSPARENCY AND COMMITMENT OF HUMAN RESOURCE PRACTICES AND JOB PERFORMANCE IN IRAQI BANKS

Dear Respondent,

I am a PhD student in Universiti Pendidikan Sultan Idris in Malaysia, and now I am doing research on "**HRMP transparency and commitment in Iraqi Banks"**. I would highly appreciate if you could spare some time to complete the questionnaire. Your cooperation is very essential to my research. You will be asked to answer questions related to the concepts of HRP, working engagement, and job performance. This is not a quiz or test so there is no right or wrong answers. Your answers will be kept confidential. By answering the questions, you give consent to participate in this study.

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Thank You Very Much

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Appendix A: Questionnaire

Part A: Demographic Data: The main aim of this part is to identify the validity of respondents' characteristics such as experience years in the bank, working status, and highest education completed. The effective respondents' characteristics could assure the usefulness of the collected responses. This part consists of 8 items, and all items are required to be answered.

1. **Gender**
   - Male
   - Female
2. **Age**
   - 20-30 years
   - 31-41 years
   - 42-52 years
   - More than 53 years
   -
3. **Experience years in banking sector**
   - < 3 years
   - 3- 6 years
   - 7-10 years
   - > 10 years

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4. **Working Status**
   - Full time
   - Part time

5. **Highest Education Completed**
   - Diploma
   - Bachelor
   - Master
   - PhD

6. **Social status**
   - Married
   - Single
   -
7. **Nature of the Services that I conduct**
   - Core Services
   - Support services
   - Technical services
   - Manager services
   - Other, specify …….

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8. **The average number of bank tasks that I provide every day**
   - < 10 tasks
   - 10-20 tasks
   - 21-31 tasks
   - 32- 42 tasks
   - 43- 53 tasks
   - > 53tasks

Part B: Transparency and commitment of human resource practices

This part focuses on the HRP transparency and commitment in your bank. This part consists of two sections; (1) transparency of HRP, which consists of 13 items, and (2) commitment of HRP, which consists of 11 items. The scales of each item are SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), and SA (Strongly Agree). Please provide your responses according to your experience in the bank working environment.

Human resource practices (HRP): HRP are the bundles system in the bank such as compensations, rewards, and training that promote the employees to do their best in accomplish the working tasks

Section B1: Transparency of human resource practices

HRP transparency: the clearness and understandability of the bank policies of the expected Human Resource Practices (HRP) that would provide for the employee based on his/her conducted tasks in the working environment.

Item #	Item	SD	D	N	A	SA
1	The bank has adequate personal information about the employees such as their monthly expenses and social status.					
2	In my bank, the policy of salary system is clear.					
3	In my bank, the policy of rewards system is clear.					
4	In my bank, the policy of promotion system is clear.					
5	In my bank, the policy of social security system is clear.					
6	In my bank, the policy of health insurance system is clear.					
7	In my bank, the policy of end of service indemnity system is clear.					
8	In my bank, the policy of allowances system is clear.					
9	In my bank, the policy of bounces system is clear.					
10	In my bank, the policy of training system is clear.					
11	The details of HRP policy in the bank is written in structure way.					
12	In overall, I understand all the details of HRP policies in my bank.					
13	In overall, the HRP policies in may bank is satisfied.					

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Section B2: Commitment of human resource practices

HRP commitment: The honest of applying Human Resource Practices (HRP) by the leaders in the bank working environment based on the defined HRP policies.						
Item #	**Item**	**SD**	**D**	**N**	**A**	**SA**
14	In my bank, the leaders are honest in applying the salary policy.					
15	In my bank, the leaders are honest in applying the rewards policy.					
16	In my bank, the leaders are honest in applying the promotion policy.					
17	In my bank, the leaders are honest in applying the social security policy.					
18	In my bank, the leaders are honest in applying the health insurance policy.					
19	In my bank, the leaders are honest in applying the end of service indemnity policy.					
20	In my bank, the leaders are honest in applying the allowances policy.					
21	In my bank, the leaders are honest in applying the bounces policy.					
22	In my bank, the leaders are honest in applying the training policy.					
23	There HRP policies in my bank were applied in good time (i.e. month from the due date of the HRP).					
24	I feel that the leaders are honest in applying the written policies of HRP					

Part C: Working engagement

This part focuses on the Human Resource Practices (HRP) working engagement in your bank. This part consists of 9 items. The scales of each item are SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), and SA (Strongly Agree). Please provide your responses according to your experience in the bank working environment.

Working Engagement: Engaged workers are energetic, are positively connected to their work and feel they are doing their jobs effectively. It is a persistent and broad affective cognitive state.						
Item #	**Item**	**SD**	**D**	**N**	**A**	**SA**
25	At my work, I feel stratified.					
26	I find the work that I do full of meaning and purpose.					
27	At my job, I feel strong and vigorous.					
28	My job inspires me.					
29	I feel happy when I am working intensely.					
30	I am proud of the work that I do.					
31	I can continue working for very long periods at a time.					
32	At my work, I always persevere, even when					

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	things do not go well.					
33	It is difficult to detach myself from my job.					

Part D: Job Performance

This part focuses on the job performance in your bank. This part consists of two sections; (1) accuracy of working tasks, which consists of 5 items, and (2) quality of working tasks, which consists of 6 items. The scales of each item are SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), and SA (Strongly Agree). Please provide your responses according to your experience in the bank working environment.

Job performance: employee ability to accomplish tasks assigned to him or her in effective way based on the organizational context**.**

Part D1: Accuracy of working tasks

Working Accuracy: the number of occurred errors while product these tasks comparing with the total tasks that accomplished by the employee.

Item #	Item	SD	D	N	A	SA
34	The HRP motivates me to provide accurate working tasks.					
35	The HRP motivates me to avoid my past mistakes.					
36	The HRP motivates me to provide free-error services.					
37	The HRP match with the effort that I expend to review my tasks many times.					
38	The HRP motivates me to assure that the customers have not any complains.					

Part D2: Quality of Working Tasks

Working Quality: accomplish the working tasks based on the goals, missions, and strategies of the organization**.**

Item #	Item	SD	D	N	A	SA
39	The Human Resource Practices (HRP) application motivates me to Find new approaches to execute tasks.					
40	The HRP application motivates me to accomplish my tasks in fast time.					
41	The HRP application motivates me to expend efforts in improve the quality of services					
42	The HRP application motivates me to be work Friendly and polite in customer services.					
43	The HRP application motivates me to suggest innovated ways to accomplish my working tasks.					
44	The HRP application motivates me to improve my skills in order to provide better services.					

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Appendix B: Experts' Details

No	Expert Name	Experience Years	Experience Domain	Institution	Job Role	Email
1	wameedh A.khdair	18	Human Resources Management	University of Basra	Assistant Professor	-
2	Radhi Obaid Neghamish	21	Finance and Banking dept	University of Basra/ college of administration and economics	Assistant Prof.	radi.nghameesh@uobasrah.edu.iq
3	Abd Alredha Faraj	33	Finance and Banking dept	University of Basra/ college of administration and economics	Assistant Professor	abdlartha.badrawi@uobasrah.edu.iq
4	Hussein Sauad Kadhum	29	Finance and Banking dept	University of Basra/ college of administration and economics	Assistant Professor	hussein.kadum@uobasrah.edu.iq
5	Ali Khaleel Dhaiban	18	Higher Education; Statistics	Dijlah University College	Assistant Professor	ali_alzubiadi@yahoo.com

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Appendix C: Univariate Outliers

Univariate outlier test based on Z-score

Construct Variable (First Order)	Item #	Z-score	
		Lower Bound	**Upper Bound**
Transparency of human resource practices	TH1	-1.942	1.432
	TH2	-2.191	1.562
	TH3	-2.299	1.560
	TH4	-2.387	1.599
	TH5	-1.920	1.781
	TH6	-2.029	1.759
	TH7	-2.591	1.696
	TH8	-2.443	1.607
	TH9	-2.347	1.524
	TH10	-2.383	1.580
	TH11	-2.179	1.644
	TH12	-2.378	1.674
	TH13	-2.705	1.964
Commitment of human resource practices	CH1	-2.398	1.636
	CH2	-2.284	1.675
	CH3	-2.401	1.617
	CH4	-2.326	1.813
	CH5	-2.053	1.839
	CH6	-2.043	1.581
	CH7	-2.393	1.616
	CH8	-2.441	1.560
	CH9	-2.531	1.593
	CH10	-2.579	1.751
	CH11	-2.395	1.708
Working Engagement	WE1	-1.577	2.150
	WE2	-2.301	1.607
	WE3	-2.590	1.394
	WE4	-2.532	1.322
	WE5	-2.388	1.475
	WE6	-2.496	1.261
	WE7	-2.388	1.571
	WE8	-2.398	1.525
	WE9	-2.390	1.426
Accuracy of working tasks	AC1	-2.198	1.600
	AC2	-2.530	1.767
	AC3	-2.616	1.707
	AC4	-2.369	1.773
	AC5	-2.521	1.646
Quality of working tasks	QU1	-2.529	1.664
	QU2	-2.506	1.701

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	QU3	-2.437	1.645
	QU4	-2.391	1.594
	QU5	-2.527	1.598
	QU6	-2.465	1.531

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Appendix D: Publications

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Review the Role of the Transparency Commitment of Human Resource Practices in the Employee's Satisfaction in Banking Sector

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Abstract— *The services in the banks are performed by the employees, and these services should be conducted affectively. The Bank should assure the employees satisfaction in order to enhance the employees' engagement level and motivate the employees to do their best in the working environment. The economic benefits of human resource practices (such as promotions and rewards) play important role in motivate the employees in the working environment through satisfy their extrinsic needs. The main challenge of HRP management is the employees' trust of leaders toward these practices in the organization. This paper aims to reviews the role of HRP manages in the employees' satisfaction in the bank. The review of literature is conducted to address the main aim of this paper. The paper result indicates that in order to enhance the level of employees' satisfaction and working engagement, the leaders should provide effective economic benefits of HRP, the HRP policies should transparent and clear for the employees, and the leaders must honest in apply the HRP policies as real actions in working environment. A conceptual model is suggested to fill the research gap, and the contribution of the suggested model is the presentation of various dimensions of HRP management in the context of employees' satisfaction.*

Keywords— ***economic HRP; transparent polices; leader commitment; employees' satisfaction; working engagement.***

I. INTRODUCTION

Banking industry is one of the most booming industries in countries. Banking sector of any country plays very important role and help to increase the economy growth of any country. Basically, bank is an institution which has deal with cash and instrument related cash. Banks are always giving facilitation like lending, distribution and consumption of wealth (Ahmad et al., 2015). Hence, the services performance in the banks should be improved continually. The effectiveness of perform the services by the employees is the success key of services performance, which clarify the importance of employees' satisfactions in the banks.

The employee satisfaction is a pleasurable or positive emotional state resulting from the comfortable in job environment (Chughati&Perveen, 2013). When the institution meets job expectations, the individual experience positive feelings, so, these positive emotions indicate job satisfaction (Green, 2000). The employees who have positive attitude towards the company, co-workers, and the job are able to perform their jobs tasks effectively more than the employees of low satisfaction level (Sypniewska, 2014). Thus, the employees' satisfaction is important factor to enhance the job performance in the organizations.

If the employees have negative and unpleasant feelings in work, their attitudes to the work are defined as dissatisfaction (Zhu, 2012). In this context, job satisfaction is that how much the employees like or dislike their work and the extent how much their expectations concerning work are fulfilled. According to Wright and Kim (2004), Job satisfaction represents an interaction between workers and work environment and between what they want from their jobs, what they perceive and receive. Thus, the satisfaction level of the employees is different according to individuals' cases and situations.

According to modern human resource management practice, establishing a proper relationship between human resource and strategic objective of the organization is the base for organizational success. This practice mostly

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Review Article

A Systematic Literature Review of the Relationship between HRM Practices and Work Engagement: State of the Art and Direction for Future Work

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Abstract- Work engagement is a new concept in the human resource management (HRM). The relationship between HRM practices and work engagement is still in its infancy. To understand the status quo of this relationship, this study aims to conduct a systematic literature review. The databases were searched for reliable articles. Three screenings were conducted to refine the articles. This has resulted in reviewing 25 articles. The findings showed that most of articles were conducted in Asian countries in banking and educational institutions. Most of the articles are empirical with sample size above 30 and mean of sample 348. The first generation of data analysis is still widely used in the literature. The relationship between HRM practices with work engagement is positive. In term of the components of HRM practices, their relationship with work engagement is mixed. This study conducted on 25 articles. More studies are recommended to examine the effect of HRM practices with work engagement in developing countries. Studies also recommended to use the second generation of data analysis and to conduct more studies in blue collar industries.

Keywords: Work engagement, HRM Practices, organizational commitment.

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INTRODUCTION

Working or employees" engagement is a new concept in the HRM. Researchers believe that the studies of engagement are still in its infancy and for this reasons, researchers and practitioners are attracted to this topic (Benlahcene, A. *et al.,* 2020; Li, S. *et al.,* 2021; & Zhou, X. *et al.,* 2020). This is because the more engaged employees are key success factors for organizations and can sharpen the competitive advantages of these organizations (Samsudin, N. *et al.,* 2018; Alias, E. S. *et al.,* 2020; & Abd Razak, A. Z. A. *et al.,* 2019). Engaged employees are less likely to leave the job and help the organizations to attract more customers and enhance the reputation of organizations. Employee engagement was originally derived from concept such as organizational citizenship behavior (OCB) and organizational commitment (D. Robinson, S. *et al.,* 2004). Nevertheless, the employee engagement differs from the two concepts by having a two-way nature that occurs between employees and their employer (D. Robinson, S. *et al.,* 2004).

Among the pioneer of employee engagement is (Kahn, W. A. 1990) who defined it as "the simultaneous employment and expression of a person"s „preferred self" in task behaviors that promote connections to work and to others, personal presence (physical, cognitive, and emotional), and active, full role performance" (Kahn, W. A. 1990). One of the recent and widely used definition of work engagement is derived by (Schaufeli, W. B., & Bakker, A. B. 2010) who defined it as a positive, affective-motivational state of high energy combined with high levels of dedication and a strong focus on work.