

| | | |
|-----|-----|--------|
| EBO | OC | .925** |
| | JP | .656** |
| | AM | .609** |
| | ETO | .853** |
| | EP | .590** |

In Hypothesis H5 there is positive correlation exists between employee behavioural outcomes and dependent variables (Organizational Commitment, Job Performance, Absenteeism, Employee Turnover, and Employee Productivity). From Table 17, it was observed that the HRM value was bound to OC and that it had a positive value of $r=0.925$, $p<0.05$. Even for JP, the correlation

value is 0.656, which has a positive relationship. The correlation coefficient of AM, ETO, and EP also indicate a positive relationship with the values of ($r=0.609$, $p<0.05$), ($r=0.853$, $p<0.05$), ($r=0.590$, $p<0.05$). H2 has now been acknowledged by concluding that it interacts positively with all dependent variables, which transmits that it is very significant.

Table 18: Correlation between WPB, and Dependent Variables

| | Dependent Variables | Correlation Coefficient |
|-----|---------------------|-------------------------|
| WPB | OC | .082 |
| | JP | .012 |
| | AM | -.077 |
| | ETO | .133* |
| | EP | -.036 |

The results revealed that hypothesis H6 of workplace bullying outcome does not have a positive correlation between all the dependent variables. The correlation coefficient for organizational commitments the value of ($r=0.082$, $p>0.05$) this signifies that it was not significant with the variables. In addition, for job performance the value of $r=0.12$, $p>0.05$ over again was not significant meanwhile the value of p was greater than one. While a negative relationship between AM and WPB ($r = - 0.077$, $p>0.05$) was noted in table 18. ETO can have ($r=0.133$, $p<0.05$), which illustrates that it has a positive correlation and was significant at the level of 5%. Concurrently, the employee performance can have ($r=-0.036$, $p>.01$) which implies that has a negative relationship between the variables. Only employee turnover was proved to be the strongest relationship with workplace bullying outcomes. From hypothesis H7, the results exposed that there are no combined effects of performance between HRM, employee behavioural outcomes and workplace bullying

outcomes. HRM department only focused on the relationship with employee behavioural outcomes, there is no other consideration of the workplace bullying outcomes.

Discussions

The goalmouth of this study was to realize if there was a relationship between HRM and employee behaviour outcomes of positive and negative workplace bullying in Saudi Arabia, a Gulf country. HRM methods are positively connected to subjective and quantitative measures of employee behaviour outcomes, as well as workplace bullying. The results showed that HRM methods were positively connected to both employee behaviour and workplace bullying outcomes, according to hypotheses 1 and 2. (Chidiebere Ogbonnaya, 2019) backs up the premise that consistent HRM policies might have attitudinal implications when employees see them subjectively. This distinguishes between the favourable associations between HRM practises and employee performance and the opposing outcomes approach, which relates

HRM practices to increased job stress and demands. (Sven Hauff 2022) deepen the understanding of the relationships between high-performance work practices (HPWPs) and employee well-being. The results support the mediating roles of job satisfaction and work engagement. Interestingly, the remaining direct relationships between HPWPs and sleep quality are negative, which supports a counteracting effects model. Interrelationships between organisational context variables, work factors, individual employee psychological and motivational factors, employee outcomes, organisational outcomes, and competitive advantage (Simon L. Albrecht, 2015). The authors provide organisations with clear guidance on how to use HR procedures (such as selection, socialisation, performance management, and training) to enable and improve employee engagement and generate positive outcomes that will help organisations gain a competitive advantage. Apart from that, the research focused on the consequences of employee behaviour and HRM practices to establish a solid link between the variables. However, in contrast to the hypothesis, we found that the interaction effects between employee positive and negative behaviour outcomes were always regarding the effects on job satisfaction and wellbeing and that the indirect conditional effects of HR practices on health were always lower workplace bullying was higher. The analyses showed significant positive results (largely confirming our Hypotheses 1 and 2), as regards the relationship between HRM and employee behaviour outcomes.

Resembling many of the previous studies of this nature, subjective organizational performance was measured from the same source as that of HRM practices. Common method variance is therefore a potential alternate explanation for the results. This suggests some caution while interpreting the results. However, the similar positive relationship for high-involvement HRM practices found using a quantitative measure of firm performance for a subset of firms suggests that the relationship is substantive and not an artefact of the method. According to hypothesis

H3: HRM, employee behavioural, and workplace bullying outcomes contribute to the organization. The core theme of “protecting my interests” captures participants’ attempts to deal with the experience of bullying, relying on their personal and social resources as well as on organizational options to ensure that their emotional wellbeing, task-related performance and long-term career goals were not adversely and excessively hampered by victimization. Though it involves avoiding problematic situations, exit provides targets with hope for the future and a sense of control over their lives. In hypothesis H4- HRM and employee behaviour outcomes are combined in terms of dependent variables (Organizational Commitment, Job Performance, Absenteeism, Employee Turnover, and Employee Productivity). Thus it is inferred from hypothesis H4 that all the dependent variables are positively correlated. The results of the research based on the data obtained show that organizational commitment has a positive and insignificant effect on performance through job satisfaction. This means that organizational commitment variables and their indicators provide positive reinforcement for being happy, feeling, thinking, emotionally attached, worried, having a sense of belonging, few choices, alternatives, sacrifices, loyal, obligations, loyal, working, one organization, wise, and making a very significant contribution, strong or significant to job satisfaction. But not yet in improving employee performance. In this previous study, organizational commitment, directly and indirectly, had a positive and significant effect and a negative and insignificant effect on employee performance through job satisfaction. Meanwhile, this study, shows that organizational commitment has a positive and insignificant effect on employee performance through job satisfaction so it becomes the update of this research between previous studies. The findings of this study provide some evidence that employees’ perceptions relating to the application of HRM may offer a positive contribution to providing an effective approach to these problems. The findings have indicated that all of the HRM practices under scrutiny

were positively related to employee commitment and reducing turnover.

Finally, the company contributes to Hypothesis H5 - the outcomes for employee behaviour with organizational commitment, job performance, absenteeism, employee turnover, and employee productivity. (Lincoln Jisuvei Sungu 2019) address why the relationship between affective organizational commitment and job performance varies. Accordingly, found the effect of transformational leadership on the relationship between affective organizational commitment and job performance for employees with high occupational commitment was contrary to its effect on employees with low occupational commitment. In this study, the crucial value of $df = 9$ for the distribution table is 2.262 for some dependent and independent variables of 5% significance. The value measured is higher than the critical. The zero theory is dismissed and it adds greatly to the organization. Therefore, it revealed from the full hypothesis that HRM and EBO are related positively to the dependent variables. According to Wasti (2005) and Sinclair *et al* (2005), the most desired commitment profile in terms of behaviour is the dedicated profile, which has high AC and CC. Our findings imply that combining development and stability-oriented HRM policies is the best method to maximise the chance of this personnel profile.

This means that organisations that focus on leadership, innovation, inter-functional coordination, communication and knowledge sharing, strategic management, resource leveraging and management, organisational learning, market focus, total quality management, and information and communication technology are more likely to perform better. Based on the social exchange hypothesis (Blau, 1964; Gouldner, 1960), it was believed that HRM techniques' perceived availability and use would have a favourable impact on work engagement and employability. The next objective of Hypothesis H6- A positive correlation exists between employees' behavioural outcomes (Organizational Commitment, Job Performance, Absenteeism, Employee Turnover, and Employee

Productivity). H6 is acknowledged by concluding that it interacts positively with all dependent variables, which transmits that it is very significant. In Bard Kuvaas' research, a strong and direct negative relationship was discovered between the perception of developmental HR practises and turnover intention, however, this correlation was tempered by perceived procedural and interactional justice. There was no evidence that the EOR indicators played a mediation role in the link between employee outcomes and perceptions of developmental HR practises.

In Hypothesis 7- The HRM-dependent variables have a positive relationship (Organizational Commitment, Job Performance, Absenteeism, Employee Turnover, and Employee Productivity). Productivity is a performance measure encompassing both efficiency and effectiveness. This notes that the management of human resources is related positively to all dependent variables. Job satisfaction, according to Miller and Monge (1986), boosts productivity by providing high-quality motivation and enhancing working capabilities at the time of implementation. (Ian R. Gellatly, 2009) explored how employee perceptions of human resource management (HRM) practices influenced the likelihood of employees joining the affective and continuous commitment profiles. Abubakar Tabiu revealed that HRM practices have a favourable impact on employee work performance, and the findings revealed that while all HRM practices are related, not all of them correlate strongly with employee job performance. In contrast, all HRM practices are connected with the variables in the research. In consequence, the research findings showed that the impact of human resource practices can alter the negative effect on the organisation owing to excessive turnover of the employee.

Moreover, this study extends the conceptual research and HRM development studies in the organizational behaviour domain by investigating the role of WB and OS in the relationship between EBO and employee engagement. Human resource professionals must be aware that employees who are bullied

may experience emotional tiredness, and targeted' job security must be restored. They must, for example, confirm that no unwelcome and unlawful relocation or change of job task has occurred. Furthermore, encouraging employees to attend religious services regularly is important since religious involvement has been shown to improve mental health, in part by reducing the likelihood of exposure to stressful life events such as job uncertainty. According to this work contributes work bullying factor is the variable for absenteeism which indicates that it was insignificant and does not have a positive correlation between the variables however, the p-value is greater the 0.05. This finding corroborates the findings of Berkery *et al* (2020) study. There were three hypotheses formulated for this study and the result of hypothesis one was supported by the findings of Greenhaus *et al* (2003) and Grunfeld *et al.* (2004) which revealed the influence of work-family conflict on employees' absenteeism. Christopher Magee offers fresh perspectives on the link between workplace bullying and absenteeism. In a large sample of Italian workers, Campanini investigates the link between workplace bullying and sickness absenteeism. The relationship between the employee's good and bad behaviour is investigated in this research project. Workplace bullying is a major problem that affects the well-being and productivity of employees. Previous research has linked workplace bullying to absenteeism, which is a key contributor to lost productivity in the workplace during organizational change.

Practical Implications

In the Saudi Arabian management industry, the study's findings have shown relationships between and among HRM, employee job satisfaction, and organisational commitment. These findings have practical implications. Having high levels of job satisfaction among employees will prevent low levels of turnover rate, absenteeism and levels of productivity and increase organizational commitment. This research also has suggestions for effective organizational management. The implications for the staff, based on the findings of this study,

including emphasizing the value of selecting proactive workers and measures to reduce proactive employee turnover. For today's commercial organizations, techniques to analyze candidates' proactivity may be beneficial and important. To the best knowledge of the researcher, this is one of the very few empirical works that has been conducted in developing countries, particularly, in managing sector employees in Saudi Arabia to investigate the relationships among HRM practices, employee behaviour positive outcomes and negative outcomes. As a result, firms should allow employees to work under autonomous working conditions that allow them to realize the benefits of their proactivity, reducing turnover among proactive personnel. This study can recommend that to ensure high levels of job satisfaction and well-being among employees and enhanced organizational commitment, employee productivity especially in managing sectors should emphasize HRM practices.

Limitations and Future Scope

While there are many theoretical and practical advancements made by this work, there are some shortcomings that will need to be resolved in the future. The causality of our conclusions cannot be guaranteed because the research used cross-sectional data to assess our research model. Although it is unlikely that proactive personality and job autonomy are directly impacted by the intention to leave, longitudinal data should be employed to support the research design and enhance the significance of the study's findings. Additionally, the questionnaire that was gathered was insufficient to investigate how the organisational change affected behavioural results. For instance, they must confirm that no unauthorised movement or change like the activity has taken place. As a result, HRM should concentrate on actively preventing workplace bullying, harassment, and mobbing, as well as fostering a healthy corporate culture. Employees' intentions to quit have a negative impact on this behavioural HR result. This will provide the higher authorities on how to address the

problem of workplace bullying effectively. The main limitation of this work indicates the empirical evidence suggests that employees' positive and negative actions relationship but that the employees need their working conditions is not well defined. Therefore, for future consideration, focus on organizational incentives, supervisory support, family support, and a favourable mix of job conditions, employee situational needs and professional growth in HRM practice should be relatively centred in future research.

5. Conclusion

This study intends to examine its effect on Saudi Arabia's manufacturing sector on HRM activities and employee performance outcomes. This has successfully solved the research issue of this study which is how to enhance manufacturing sector efficiency by recognizing the behaviours and attitudes of the employee. The more informed independent and dependent variables are also suggested (Organizational Commitment, Job Performance, Absenteeism, Employee Turnover, and Employee Productivity, Human Resource Management Practices, Employee Behavioural Outcomes). This will increase employee efficiency for the companies by engaging workers with input on a self-managed questionnaire. The simulation of seven hypotheses fulfilled the correlation statement and it is correlated positively with the dependent and independent variables. The study indicates that HRM practices can only boost employees' productivity and performance, but also that well-designed HRM practices can also increase employees' commitment and can influence their attitudes and behaviour. The study showed that HRM and employee behavioural effects are statistically relevant and optimistic ($r = .544$, $p < 0.05$). In comparison, a favourable association between employee behaviour outcomes and dependent variables was observed with ($r = 0.496, .694, .775, .566, .544, .925$; $p=0.05$) There is a positive correlation between employee performances with dependency. The next test outcome of the hypothesis also means that HRMs and dependent variables (organizational

engagement, work efficiency, absenteeism, employee turnover, and staff productivity) are correlated positively ($r = 0.436, 0.369, .703, 0.488, 0.534$; $p < 0.05$). The analysis found that the combined effects of HRM and EBO independent variables are present. In the workplace bullying outcome, reaches a negative relationship with absenteeism which seems insignificant.

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Contribution of Individual Authors to the Creation of a Scientific Article (Ghostwriting Policy)

The author contributed in the present research, at all stages from the formulation of the problem to the final findings and solution.

Sources of Funding for Research Presented in a Scientific Article or Scientific Article Itself

No funding was received for conducting this study.

Conflict of Interest

The author has no conflict of interest to declare that is relevant to the content of this article.

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