

Impact of Human Resource Management Practice and Employees' Behavioural Outcomes in the Saudi Arabian Manufacturing Sector

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Abstract: The significance of Human Resource (HR) practices in enlightening employee attitudes, such as work satisfaction, organizational commitment and job engagement, have been widely researched in the industrial and organizational psychology literature. However, the research has not uncovered contradicting findings about the connections between employee positive and negative behavioural outcomes in the case of organizational change. This research analyzes the impact of human resources management on employee's behavioural outcomes of organizational change with variables such as organizational commitments, job performance, absenteeism, turnover of employees, employee productivity and workplace bullying in the Saudi Arabia manufacturing sector (e.g. power generation, telecommunications, natural gas exploration, and petrochemical sectors). It is widely acknowledged that the influence of HRM practices may produce a comparative advantage in the performance of organizations with the well-being of the employees. To find the relationship between the variables, the study incorporates descriptive research methodologies and quantitative analysis of a valid questionnaire is performed utilizing stratified and simple, random samples by HR managers and employees. For data interpretation, a questionnaire of self-administered data was collected from a sample of 300 in Saudi Arabia. Employee behavioural outcomes of HRM practices have a significant and positive relationship between Organizational Commitment, Job Performance, Absenteeism, and Employee Productivity. A negative direct relationship is found between employees' negative behaviour regarding the use of workplace bullying and employee turnover. The instrument's internal reliability was established to be 0.793. Followed by inferential evaluations, a significance-level T-Test assessment for the benefit of the manufacturing sector evaluates the Hypothesis Test for HRM practice. The study has some limitations. Although data were collected from various sectors in Saudi Arabia, the findings of the study have limited generalizability. Future studies could extend the analysis to include other workplaces. This is the study of the factors affecting the organizational change of employees' positive and negative behaviour outcomes which impact organisational growth and employee wellbeing. This study will contribute to the development of the Saudi Arabian power generation, telecommunications, natural gas exploration, and petrochemical sectors sector, which may lead to maintaining this sector work effectively that will have a positive impact on the economy of Saudi society.

Keywords: Human Resource Management, Organizational Change, Employee Behavioural Outcomes, Saudi Arabian Manufacturing Sector, SPSS.

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1. Introduction

The attention of management scholars and practitioners is progressively growing in learning about the capacity to improve organizational effectivity in particular 'progressive' or 'high-performance' human resources management practices [1]. The purpose of HRM is to help the company to achieve its many objectives, such as business development, infrastructure modifications,

enhance business processes or expand knowledge and encourage innovation [2]. The contribution of diverse HRM methods to company success may, in effect, be synergistic, but may depend on other contextual circumstances, including an employee's working atmosphere. An organization's culture greatly impacts the way its staff comply and functions [3]. The behaviour of the employees also enriches the

general culture of the office. In addition, one cannot be viewed distinctly from the other. The behavioural results of the workers are related to the different ways employees react at work. These emotions are affected by the workplace fairness perception of employees [4].

Organizations are always under pressure to enhance and assure their performance. Organizations are developing new policies and programs to meet these key aims. The creation of a safe workplace, encouraging and pleasurable job is essential for employees to achieve their target performance (Cherif, 2020) [5]. Practices to create the desired culture for companies include safe, stimulatory, and employee involvement. Employee morale, productivity and customer service levels are at their highest when employees work effectively as a team and practice basic tenets of civility and respect for each other. This, unfortunately, is not always the case when employees display inappropriate and disruptive behaviours due to organizational change. Organizational change can cause stress and anxiety for many employees, affecting their performance [6]. To ensure companies undertake large-scale competitive changes, they need to anticipate the sorts of reactions that their workers can have accordingly that they are reassured and helped to concentrate on the company's success [7]. There is a wide range of behaviours exhibited by employees that can create risks for other individuals' well-being and organizational growth. Some general categories and examples include Displaying general incivility/insolence, and Bullying. Bullying is often directed at specific individuals, characterized by persistent abusive and intimidating behaviour or unfair actions (assigning too much work, constantly changing deadlines, poor performance ratings, etc.). HR should adopt the role of the business partner and help managers look at the presenting issue and uncover the underlying issue [8]. In this complex and dynamic business environment, organizations give more attention to bullying in workplaces which is defined to be a situation in which one or more people persistently, and for a while, feel that they are receiving negative actions from

managers or colleagues. Poor employment attitudes are associated with absenteeism. The commitment of employees is considered to be a tie or relationship to the company (Mizan, *et al.*, 2013). If employees are not dedicated to or pleased with their work, the absenteeism and turnover rates will be significant (Murat *et al.*, 2014). To secure the commitments of employees, companies should develop and use incentives and encourage their commitment to increase (Mehwish *et al.*, 2019).

The turnover is higher for individuals with low performance, undesirable working attitudes and stress. Personality and younger people are personal turnover predictors [9]. (Muhammad Imran Rasheed, *et al.*, 2016) reveals that compensation packages and financial incentives are important factors for employees in the competitive market environment of the higher education sector. It is not unexpected that bullying in the workplace has anything to do with the health and well-being of targeted workers. Most workplace stress models have in common that stresses in their employment environment cause adverse physical, psychological or behavioural changes that eventually occur in long-term stress reactions such as reduced performance, job disgruntlement, and impaired health. Accordingly, the absenteeism and productivity of bullying in the workplace are predicted [10]. However, past researchers indicated that there is insufficient understanding of how the HRM practice may utilize employee behaviour to help impact the positive and negative behavioural results of job outcomes.

To summarize, this article applies the quantitative approach to understand the impact of HRM practices on employee behavioural outcomes due to organizational change. This study aims to investigate the relationship between the positive and the negative behavioural outcomes of Saudi Arabia employees in manufacturing sectors (power generation, telecommunications, natural gas explosion, and petrochemical sectors). More importantly, the article helps to assess the influence of HRM practices and how they have resulted in the growth of organizations with the well-being of the employee [11-13]. The main

hypotheses are tested using a cross-sectional design, with questionnaires administered to 325 employees working in a Saudi Arabia firm, gathered the research sample in 2021 using a stratified sampling method. This questionnaire consists of each dependent and independent factors like organizational commitments, job performance, absenteeism, employee turnover, employee productivity and workplace bullying. The instrument was validated through pilot testing. Subjects were asked to indicate their level of agreement or disagreement with each statement on a 5-point Likert scale [14]. Finally, the archives are examined using the Statistical Package for Social Sciences (SPSS) model. The analysis included Pearson Product-Moment Correlation, Normality test, regression, and T-test analyses at a 5% level of significance.

This paper is arranged as follows. Section 2 details the literature review and hypothesis development [15]. Section 3 is focusing on a comprehensive research methodology; this is followed by section 5 with results. The last section 6 concludes the study of this research article.

2. Literature Review and Hypothesis Development

A decisive subject of HRM research is the concept that HRM activities are interrelated and hence bundles rather than isolation should be investigated to promote desirable results. Furthermore, researchers exhibited that employees' real views of HRM systems are closer to the behaviour of employees and hence better predictors of their performance. When HRM methods are applied regularly, individuals can make subjective contributions to their work environment, resulting in usually attitudinal results. Therefore, it is sensitive to focus on employee negative behaviour to assess employee-level outcomes of HRM systems.

2.1 Human Resource Management Practices

HRM is an organizational function that promotes the efficiency of the performance of an organization and gives a competitive edge to an organization via its practice application. HRM methods are individually recognized by

employees and may affect the attitudes and conduct of employees in turn. Alfred Presbitero *et al* [16] researched the influence and impacts of human resources management on employee participation in the hotel chain. Vicissitudes were found in human resources management methods and alike changes were seen in employee engagement levels. Outcomes demonstrate that advances in human-resource management methods have brought about good and significant changes in employee engagement, especially in the field of reward management and training and development. Falola H.O *et al* [17] review the impact of job involvement techniques on the behavioural outcomes of employees. Few studies analyzed how work engagement methods might contribute to standard work behaviour, especially in higher institutions. This study helps the management of higher education institutions enhance their workers' commitment level and results of behaviour. The research contributes to a scientific understanding of strategic human resources management. Shaoheng Li *et al* [18] reports that there are two results of the link between employee perception of HRM practice and employee engagement and the purpose of turnover, which are utilized in small and medium-sized companies (SMEs) in China. Employees have important determinants of employee engagement in their opinions of HRM activities, such as training, development, and prize and performance management. There is a negative direct relationship between employee attitudes about using HRM procedures and turnover intentions

Hypothesis 1: There is a positive correlation between HRM and employee behavioural outcomes.

Hypothesis 2: There is a positive correlation between HRM and Workplace Bullying outcomes.

Hypothesis 3: HRM, employee behavioural, and workplace bullying outcomes contribute to the organization.

2.2 HRM and Employee Behavioural Outcomes

Several literature studies investigate connections between practices of human resources management and behavioural consequences for employees. In the setting of a developing economy, namely Bangladesh, Alima Aktar *et al* [19] explore the mediating function of organizational commitment (OC) in relationships between practices on human resources (HRM) and the involvement of bank workers. In the prediction of organizational involvement in the Saudi Arabic banking industry, Fatma Cherif *et al* [20] examined the function of management of human resources and employee satisfaction. Personnel management has a favourable correlation with employee satisfaction and organisation. Simultaneously, employee happiness was revealed to be positively linked to the organisation. These two independent variables contributed significantly to the prediction of the commitment of the organization. The detrimental impact on productivity and profitability of companies' absenteeism is widely known. To minimize absenteeism, the fundamental causes of absenteeism must be understood and sensitive subgroups identified. Most research papers custom testing and regression hypotheses to discover characteristics associated with absenteeism. Alina Bianca Pop *et al* [21] consider the linear regression using the least squares method, which allows calculating the surface roughness at any point in the established experimental field. These models are generally confined to the search for basic correlations. Renee de Reuver *et al* [22] study tests a model that positions workload as a moderator of the relationship between perceived skill-, motivation- and opportunity-enhancing High-Performance Work Systems (HPWS) and employee absenteeism. Using data from 194 employees, the results revealed that under high workloads, perceived opportunity-enhancing HPWS practices reduce absenteeism. This procedure can help managers of human resources understand the underlying causes for absence, which can in turn drive efforts to reduce absenteeism. In combination with the ordinary CART model, this suggested technique uses an objective-based data

acquisition metric. Omar Aburumman *et al* [23] investigated the influence of employee turnover intention and the mediating function of career satisfaction on human resource management (HRM) practices (pay, performance assessments, promotion, and training & development). To find the results and analyze the assumptions, the study utilized PLS-SEM. Other practices such as staff empowerment, teamwork, and providing information on job security and job descriptions may also be included in future trials.

Hypothesis 4: There is a positive correlation between HRM and dependent variables (Organizational Commitment, Job Performance, Absenteeism, Employee Turnover, and Employee Productivity).

Hypothesis 5: There is a positive correlation between employee behavioural outcomes and dependent variables (Organizational Commitment, Job Performance, Absenteeism, Employee Turnover, and Employee Productivity).

2.3 Workplace Bullying Outcomes

The confirmation of the mediating influence of job engagement on connections between bullying at a workplace and HRM on TI in Nigeria universities was provided by Paul Dang Gadi (2020). Further substantial and practical consequences for administrators would be achieved by the findings of all staff in universities and other service sectors. Luigi Stirpe *et al* [24] study examines employee evaluations of HR practices (HRPs), which are a critical and yet underexplored antecedent of their effectiveness. Drawing on the Job Demands–Resources model, it proposes a moderated mediation model that studies the relationship between employee satisfaction with HRPs and in-role and extra-role performance as mediated by engagement. These findings provide novel insights into the HR causal chain and help practitioners to better manage HRP design, communication, and audits. Muhammad Imran Khan *et al* [25] study is to find the impact of workplace bullying on the turnover intentions of the staff which are a major problem in hospitals and have

enormously destructive consequences and rumination increases this phenomenon both ways. This model presents the effect of workplace bullying results on turnover intentions as mediated by employees' rumination. The study represents a clear picture of workplace bullying and its impacts on staff. Hospital management must take serious action in such a hostile environment and whatever the circumstances, they must provide a safe and healthy environment for their staff as their basic requirement to work more positively and voluntarily. Maura Sheehan *et al* [26] examine the link between bullying at work and health outcomes in the workplace. Employees' perceived effective implementation of intended anti-bully practices is partially mediated by employees' perceived effective implementation of intended anti-bully practices, according to the multi-level analysis (which used responses from 1507 employees within 47 hospitals with matched HR Director Interviews). This study by Xiaohui L *et al* [27] looked at the link between workplace bullying, perceived organizational support, and turnover intention using 305 samples from a manufacturing firm. The findings reveal that workplace bullying is a strong predictor of employee turnover, and that perceived organizational support is adversely correlated with the desire to quit the company. Bullying in the workplace is a serious issue that has a negative impact on employees' well-being and productivity. Previous research has linked workplace bullying to absenteeism, which is a key contributor to lost productivity in the workplace. However, there is presently no complete knowledge of how various workplace bullying experiences are connected to absenteeism. The goal of Christopher Magee *et al* [28] was to shed fresh light on the link between workplace bullying and absence. Using a person-centred approach, researchers found five unique subtypes of workplace bullying experiences in a 12-month prospective study of 500 Australian employees. These bullying categories were linked to absence through health issues and a lack of job engagement. The findings can be utilized to influence HR practices for preventing and

managing bullying in the workplace. The correlational research by Alireza Jalali *et al* [29] employed a quantitative approach of data collecting (N = 102) from Malaysian employees using SmartPLS to evaluate the data. According to the findings of the current study, workplace bullying has a beneficial influence on job insecurity and emotional tiredness, as well as a good indirect effect on emotional exhaustion through job uncertainty.

Hypothesis 6: There is a positive correlation between Workplace bullying outcomes and dependent variables (Organizational Commitment, Job Performance, Absenteeism, Employee Turnover, and Employee Productivity).

Hypothesis 7: There are combined effects of HRM and employee behavioural and workplace bullying outcomes on dependent variables (Organizational Commitment, Job Performance, Absenteeism, Employee Turnover, and Employee Productivity).

3. Methodology

In the current study, the quantitative research technique is used as the research strategy since it is the best way to assess the influence of HRM practices on organizational growth as well as identify the factors and their relationships with the well-being of the employee. The descriptive research technique is used in the study architecture because it provides an equal chance for respondents to participate in the analysis. There are two sorts of variables utilized in this study: dependent variables and independent variables. The dependent variables are Organizational Commitment, Job Performance, Absenteeism, Employee Turnover, and Employee Productivity. The independent variables are human resource management practices, employee behavioural outcomes and workplace bullying. The research population is focused on Saudi Arabia's manufacturing sector, which was undertaken by 66% of men and 34% of women from the chosen manufacturing industry. To ensure randomness between selected samples, a simple random sampling approach was used. It is considered a fair

way to select a sample from a larger population since every member of the population has an equal chance of getting

selected. A self-administered questionnaire was the method used to gather information for the investigation.

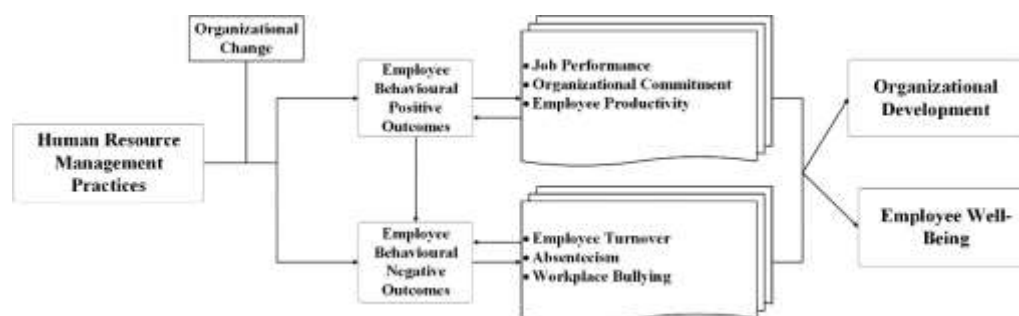


Figure 1: Research Hypothesis Model

Figure 1 illustrates the research hypothesis model. This study seeks to demonstrate the relationship between human resource management practices and employee behaviour outcomes in the managing sector. The hypotheses of the model were tested via Structural Equation Modelling (SEM), which in management studies was considered an acceptable process. The instrument on HRM Practices comprised 30 items, which contained questions on training, teamwork, performance appraisal, job definition, compensation, and employee participation. Further for employees positive and negative behavioural outcomes comprised Organizational Commitment, Job Performance, Absenteeism, Employee Turnover, Employee Productivity, and workplace bullying. The instrument was validated through pilot testing. Subjects were asked to indicate their level of agreement or disagreement with each statement on a 5-point Likert scale.

3.1 Research Design and Sample

The Saudi Arabian management sectors gathered the research sample in 2021. However, unaware of any research into the relationship between HRM practices and employee behavioural outcomes in the Arabian Gulf countries, including Saudi Arabia. This study examines the link between HRM practices and employee positive and negative behaviour outcomes towards organizational change in Saudi Arabia managing sectors of power generation, telecommunications, natural

gas exploration, and petrochemical sectors (Anar Al Judhei 2018, Benjamin Aguenza 2016, Harhara 2015, and Idris 2017) to address the organizational performance and wellbeing of the employee. This study has used a quantitative research approach. Changes in the workplace generally have both positive and negative outcomes. Fear, Anxiety, Stress, Anger, Excitement and Relief are all these emotions that can be experienced when change is on the horizon. On the positive side, changes can bring about more efficient ways of working, an opportunity for employees to shine, a break from the norm and increased revenue. However, the negative aspects of change can include reduced morale, increased absenteeism and/or presentism, and even breakdowns in working relationships. Employee engagement goes hand-in-hand with an employee's attitude towards their job, their team, their managers, and their work in general. When organizational changes negatively affect an employee's attitude and mindset, their productivity can quickly decrease and they will contribute less to that project.

In the first instance, HR managers responsible for implementing change must understand what the change is going to be, why it is to be made, how the changes will be executed, how employees will be affected and when the changes need to be in place. These are the main questions that employees will ask their manager, so these factors must be fully understood before they are relayed to the wider workforce, to avoid the impression that

management does not know what is happening themselves. As noted above, there are a limited number of studies available on organizational change in the Arab region (Al Blori 2005) though, as a whole, the body of literature that has emerged does highlight the importance of this subject for the future economic development of the region. (Dr. Abdullatef Saber 2022) impacted saving behaviour among SMEs in Saudi Arabia with a focus on attitude toward saving, financial self-efficacy, social influence, and financial literacy. Furthermore, the findings show that social influence and financial literacy have no significant effect on employee saving behaviour (<https://www.coursehero.com/file/68744970/organizational-changedocx/>). No one finds the positive and negative behavioural outcomes of the employee in Saudi Arabia. Consequently, the study analyses the impact of HR practices

and employee positive and negative behaviour outcomes towards organizational change in Saudi Arabia. In the selected organization's employees in collaboration with the HR manager to ensure that the sample was representative of the whole workforce. Employees were informed about the purpose of the study and its confidentiality and encouraged to participate in the survey. While the online responses were stored on a secure server, the paper questionnaires were returned directly to the researchers to ensure confidentiality. The following phase focuses on areas such as employee behavioural outcomes such as proxy utilizing an organizational commitment, job performance, absenteeism, employee turnover, employee productivity, and workplace bullying. Table 1 represents the analysis of research instrument.

Table 1: Analysis of Research Instrument

Variables	Sources	Indicators
Organizational commitment	[30], Purwanto 2021, Eko Nur [31]	<ul style="list-style-type: none"> • Affective commitment • company progress • normative commitment
Job performance	Jeong 2019, Albloush 2020, Reza Nurul Ichsan <i>et al.</i> , 2021	<ul style="list-style-type: none"> • knowledge • experience • skills • abilities • awareness • motives and needs
Absenteeism	Dyrbye 2019, Reuver 2021, Patcha Bhujanga Rao 2022	<ul style="list-style-type: none"> • Minor Illness • Commuting Issues • less productive • lack of subject interest
Employee turnover	Yasin 2021, Noela Michael <i>et al.</i> , 2022	<ul style="list-style-type: none"> • Lack of Growth and Progression career path and training • Lack of recognition • Lack of flexibility. • Poor relationship with the Manager
Employee productivity	Anwar 2021, Kim 2022, Md. Hazrat <i>et al.</i> , 2022	<ul style="list-style-type: none"> • Work Environment • Employee Wellness. • Technology And Production Factors • Pay Structure

Workplace Bullying	[32], [33], [34]	<ul style="list-style-type: none"> • high demands • pressure of work • unclarity of duties • job insecurity • job stress
Employee Behaviour	[35], Maamari 2022	<ul style="list-style-type: none"> • Leadership • Work Culture • Effective Communication. • Relationship at Work

3.2 Organizational Commitment

Organizational commitment is the employee's feelings of obligation to stay with the organization: feelings resulting from the internalization of normative pressures exerted on an individual before entry or the following entry. Therefore, those with a strong normative commitment remain with the organization because they feel ought to do so. (Eko Nur Pratama *et al.*, 2022) examine and analyse the effect of job satisfaction and organizational commitment on the turnover intention with person-organization fit as a moderating variable on employees of PT Febri Dharma Mandiri [36]. This analysis was work as the moderating role and it only indicates the company's success-related goals. Considering the change impacts on employees the questionnaire analysis with a seven-point response scale was employed ranging from 1 strongly disagree and 5 strongly agree is studied. Scores on the items of each subscale were average to yield a summary score reflecting that subscale.

3.3 Job Performance

The survey findings also show how workplace changes may affect employees' attitudes and experiences on the job. Workers who reported being affected by organizational change currently or within the past year reported lower levels of job satisfaction compared with employees who reported no recent, current or anticipated changes (71% vs. 81%). Reza Nurul Ichsan *et al.*, 2021 find out whether Leadership Style and Organizational Influence Employee Performance within The Work Environment as Intervening Variables (Leadership Style, Organizational Change, Employee

Performance and Work Environment) [37]. Employee Performance (Y) affects the Work Environment (Z) and the same employee performance determines the company's success if the organizational change impacts employee performance this leads to severe problems. Accordingly, the article took the job performance variables as the main impact factor for organizational change to study the Saudi Arabian sector's HR practices relationships.

3.4 Absenteeism

Unscheduled absenteeism is a costly and disruptive phenomenon that remains problematic for organizations. Managers must understand more fully the antecedents and consequences of this complex behaviour. Recently, Rahrig Jenkins, Kristi *et al.*, 2022 study was to examine the association between sources of stress and self-reported illness- or injury-related absenteeism (SRIRA) across three wage categories among participants in an employee health and well-being program [38]. Later, (Patcha Bhujanga Rao 2022) entitled on worker's absenteeism is expected to decide the worker's condition, compensation, amenities provided, participation, inspiration strategies and advancements [39]. In accordance with the organizational change, the aspects of the concept of "attendance pressure" were more frequent among employees with former and present sickness absenteeism than among other employees. The current article, introduce the reasons for employees' pressure absence from work by using the data in the literature and questionnaires from HR experts.

3.5 Employee Turnover

Many companies look to salaries and benefits as the first places to cut back when looking to make changes that involve cost-saving. When this happens, some employees will inevitably leave the company to seek employment elsewhere. The employees that remain, whether they stay voluntarily or because they could not find employment elsewhere, are often resentful. Motivation decreases, taking job performance along with it. Employees lose their company loyalty and may even become angry enough to purposefully sabotage the company. Noela Michael 2022 examines the reasons for turnover and strategies adopted within the hotel sector to reduce this turnover [40]. Strategies to reduce turnover include promoting a good work environment, providing transfer opportunities, talent and development planning, and implementing exit strategies to find out employees' reasons for leaving. The study not considered to examine turnover from the perspective of employees. Recently, many works focused on the organizational structural changes, in human resources, from various studies that have been carried out, changes in organizational environmental conditions affect work conflict which can reduce the level of job satisfaction which in turn can lead to the intention to move for the employee (turnover intention) which in turn can lead to actual turnover. Although there is currently no accepted framework for understanding the turnover process as a whole, a wide range of factors have been found useful when it comes to interpreting employee turnover, and these have been employed to model turnover in a range of different organisational and occupational settings with HR practices is considered in this study.

3.6 Employee Productivity

Human Resource Management has gained research attention from both academics and practitioners of the area during the last decades. This area has been studied from different perspectives from time to time by different scholars. Firms are competing with each other using their resources and tools. However, a significant number of researchers studied the dimensions of human resource management

practices and they explored the relationship between HRM Practices and different types of employee and organizational outcomes (Nwachukwu, 2018; Pangil, 2018). Recently, Md. Hazrat *et al.*, 2022 explored the impact of HR practices on employee productivity [41]. Though several factors contribute to productivity, job performance is perceived to be the most significant one. Considering this the article studies why employee productivity leads to less due to the organizational change in Saudi Arabia's sectoral study.

3.7 Workplace Bullying

Most models of occupational stress posit that job demands (or a negative cognitive appraisal of an event or situation) negatively impact employee well-being and/or positively affect employee stress. Although organizational change has often been cited as an important cause of workplace bullying, only a few studies have investigated this relationship. First, organizational change may directly encourage bullying. Second, organizational change may indirectly affect workplace bullying through various stressors, such as increased workload, job insecurity and more autocratic leadership styles. Although international studies have examined workplace bullying extensively, scholars in the Arab region have not given this phenomenon much attention. (Najda Hayajneh, 2021) investigate the mediating role of job stress in the relationship between organizational change and job satisfaction. This study's relationship analysis by mean and standard deviation ranking factors. This research considers the Likert scale performance of strongly disagree and 5 strongly agree to analyse the study with HR practices.

3.8 Sample Study

The stratified sampling method across the workers was used to select this sample of 325 employees. To seek participation in the study, the managing sector contacts list for HR officials or senior managers was employed, and 53 workplaces originally consented to participate. In each institution, a survey facilitator was chosen, usually in the HR department, and given instructions on how to

distribute the questionnaires. Each workplace received a packet containing a questionnaire for the on-site HRM manager, a questionnaire for the senior general manager on-site, and a set of surveys to be given to a random sample of employees. A total of 40 workplaces provided partial responses, representing a 35% response rate. The respondents were a cross-section of Saudi Arabia's major employers in the managing sector. A questionnaire was designed to accumulate records from the respondents and to degree their perceptions of the real HRM practices, and the overall performance degree of managing sectors. In total, 325 responses were collected in these workplaces and 25 questionnaires are incomplete. Hence, only 300 samples are considered. The questionnaire is divided into 4 sections. The first phase protected the socio-demographic variables such as age, gender, academic qualification, and overall experience. The second phase protected the respondent's perception of HRM practices on the 5-object scale. A total of 300 questionnaires were distributed based on the sample size. The records were examined using the Statistical Package for Social Sciences (SPSS) model. The analysis included Pearson Product-Moment Correlation, regression, and T-test analyses at a 5% level of significance.

3.9 Measures: HRM Practices

In terms of HRM practices, this study considers six HRM practices namely career advancement (four items, e.g. I have clear career paths in this sector), employee participation (four items, e.g. Employees in this sector are allowed to make many decisions), job security (four items, e.g.

4.1 Demographic Details

The overall quantity of respondents who participated in this survey became 300, which is depicted in table 2. However, the best forty questionnaires have been observed crammed back the questionnaires. The statistics pattern represents the manufacturing sectors in Saudi Arabia. The respondents covered 34% male and 66%, male. The respondent's ages covered

I can stay in the sector for as long as I wish), performance feedback (four items, e.g. My manager gives me feedback on my performance), rewards and recognition (seven items, e.g. Employees in this sector receive a pay raise for improving the level of performance), training and development (four items, e.g. Extensive training and development programs are offered by the sector to improve my job skills) with a total of 26 items adapted from different prior studies. Participants are requested to give their responses on a five-point Likert scale varying from 1=strongly disagree to 5=strongly agree. Absenteeism was measured as the proportion of working days employees were absent in 1 year. Employees Turnover Intention: The measurement of Kuvaas (2008) was used to measure employee turnover intention in five items, which were carried out in a Norwegian setting. These items have been used in many previous studies with a consistently top reliability outcome of 0.74. All variables were measured by using a 5-point Likert scale.

4. Results

The goal of this study turned to assess the interrelationships among HRM practices including Organizational Commitment, Job Performance, Absenteeism, Employee Turnover, and Employee Productivity in the context of Saudi Arabia. The power of the relationships among variables will decide whether or not the hypotheses are accepted or null, therefore, rejected.

22.67% between the age variety of 20-25 years, 20.33% between the age of 28-35 years, and 18.67% over the age of 41-45 years. The respondents covered 17.67% between the age of 45-50 and 17.33% have been >60. In phrases of qualification, there have been 33.33% of postgraduates, 37.67% have been diploma holders and 32.33% of respondents had both a Diploma/Certificate and a lower qualification.

Table 2: Demographic Profiles

Demographic	Characteristics	No. of respondents	Percentage
Gender	Female	102	34%
	Male	198	66%
Age	20-25	68	22.67%
	28-35	61	20.33%
	41-45	56	18.67%
	45-50	53	17.67%
	>60	52	17.33%
Education Qualification	Graduate	113	37.67%
	Post Graduate	100	33.33%
	others	97	32.33%
Total Experience	1-3 years	54	18%
	4-6 years	57	19%
	6-10years	53	17.67%
	10-15 years	69	23%
	> 15 years	62	20.67%

4.1.1 Questionnaire Examination

In order to locate the finest employee for the manufacturing sector in Saudi Arabia, the HRM with worker behavioural results needs to be verified. Thus the HRM practices, the companies offer three hundred questions for the employees, HR and the on-site managers. This questionnaire consists of each of the dependents and independent factors like Organizational Commitment, Job Performance, Absenteeism, Employee Turnover, and Employee Productivity, and the independent variables of employee behavioural final results and human resource control practices. Initially,

the pilot study was handled with 30 participants to define the internal consistency of the questionnaire.

4.2 Pilot study

It is a pretesting of a particular research instrument such as a questionnaire or interview schedule. Cronbach's alpha α (or coefficient alpha) (Ahmed *et al.*, 2019) test to see if multiple-question Likert scale surveys are reliable or internal consistency which is shown in Table 3.

Table 3: Consistency level According to Cronbach's alpha

Cronbach's alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.8 \leq \alpha < 0.9$	Good
$0.7 \leq \alpha < 0.8$	Acceptable
$0.6 \leq \alpha < 0.7$	Questionable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

The present research addresses most aspects of the implementations and practices of pilot studies in the managing sector since such implementations and practices consider the

human resource management practices to find the employee behavioural outcomes. Table 4 states that the questionnaire cases with overall sort of report according to valid, Excluded, and

Total. Among 20, the valid result reaches 100 percent. Further, it excluded range with Listwise deletion and it was based on all

variables in the procedure, which is less than zero.

Table 4: Case Summary for Questionnaire

		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0
a. Listwise deletion based on all variables in the procedure.			

Table 5 signifies the reliability status for Cronbach's alpha. This took the first four items for the evaluation of Cronbach's alpha, from which the reliability statistics is 0.793. According to Byrne, 2009, the Average

Variance Extracted (AVE) value is more than 0.50 which also substantiated the convergent validities. The predicted value is greater than 0.7 thus it portrays that the internal consistency of these statements is acceptable.

Table 5: Internal Consistency Statistics for Five Items

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.793	.792	4

Questionnaire Result for Organizational Commitment:

The organizational commitment questionnaire measures dedication in its normative dimension, based on reciprocity and responsibility. It is a 6-object questionnaire, with a five-point Likert scale, the ratings on every object ranged from 1 to 5, and the composite rating may want to variety from 0 to 45. 300 employees are used to reply to the

questionnaire that is based on organizational commitment. As visible in figure 2, an excessive level of agreement is located for statements 'Employees are taken into consideration as an asset of the organization' with (N=42) and additionally, the query of 'work commitments closer to the activity will increase the productivity' this indicates (N=41).

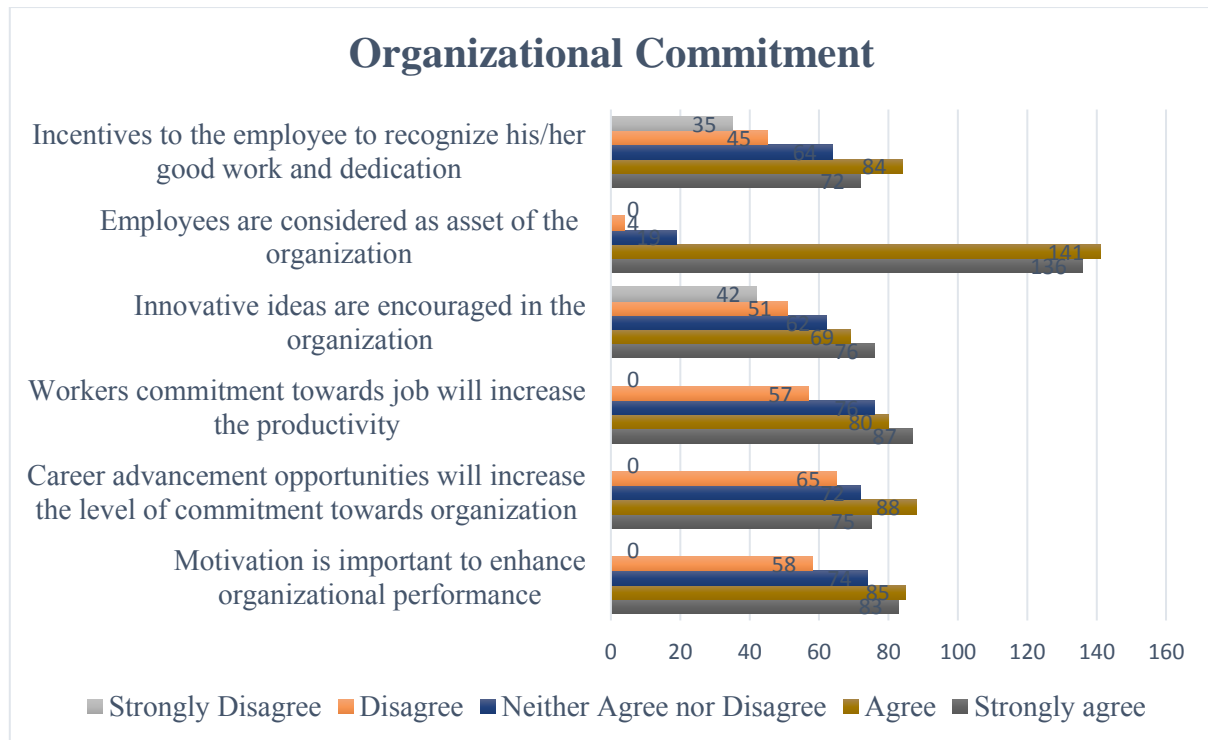


Figure 2: Organizational Commitment Likert scale Performance

Questionnaire Result for Job Performance

This phase consists of the job overall performance of the employee with the associated questionnaire. These are furnished for the skilled worker inside the enterprise of HRM practices. As located in figure 3, an excessive agreement become located for ‘Work environment should be well maintained’ with (N=45). This suggests that the employees are

noticeably interrelated with their working nature. Further, the respondents indicate (N=42) that Accomplishing tasks can be a source of satisfaction. Also, the best applicable one which is agreed through the employees ‘Teamwork is the main factor which improves the performance of workers’ there are 42 respondents who strongly consider this statement.

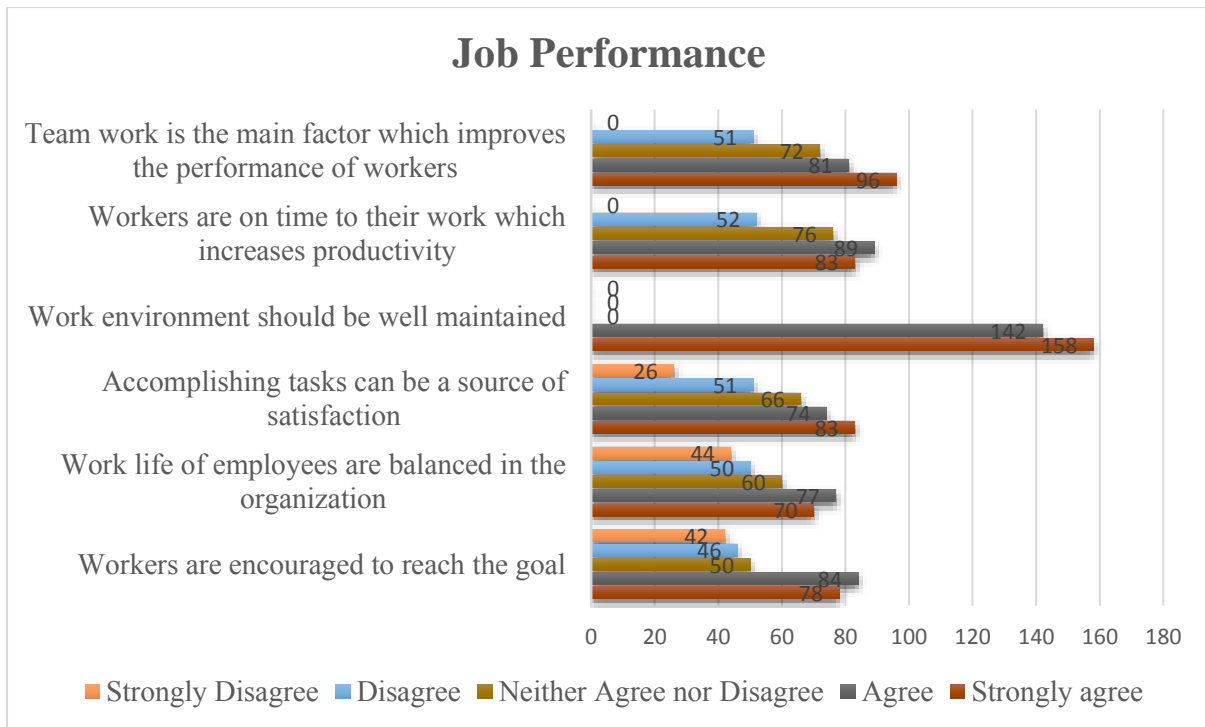


Figure 3: Job Performance Likert scale Performance

Questionnaire Result for Absenteeism

This section turned into validating a questionnaire to perceive employees liable to be absent from work and disability conditions. These questions are given to 45 respondents every one affords 6 questions. As visible in Figure 4, the respondents with the excessive

settlement are ‘Workers who are under extreme stress due to work or personal reasons get sick more often’ there are 43 respondents strongly agreed. In this question, nobody disagrees with the statement. Additionally, the respondents with the excessive agreement are ‘Personal Hardships also lead to absenteeism’.

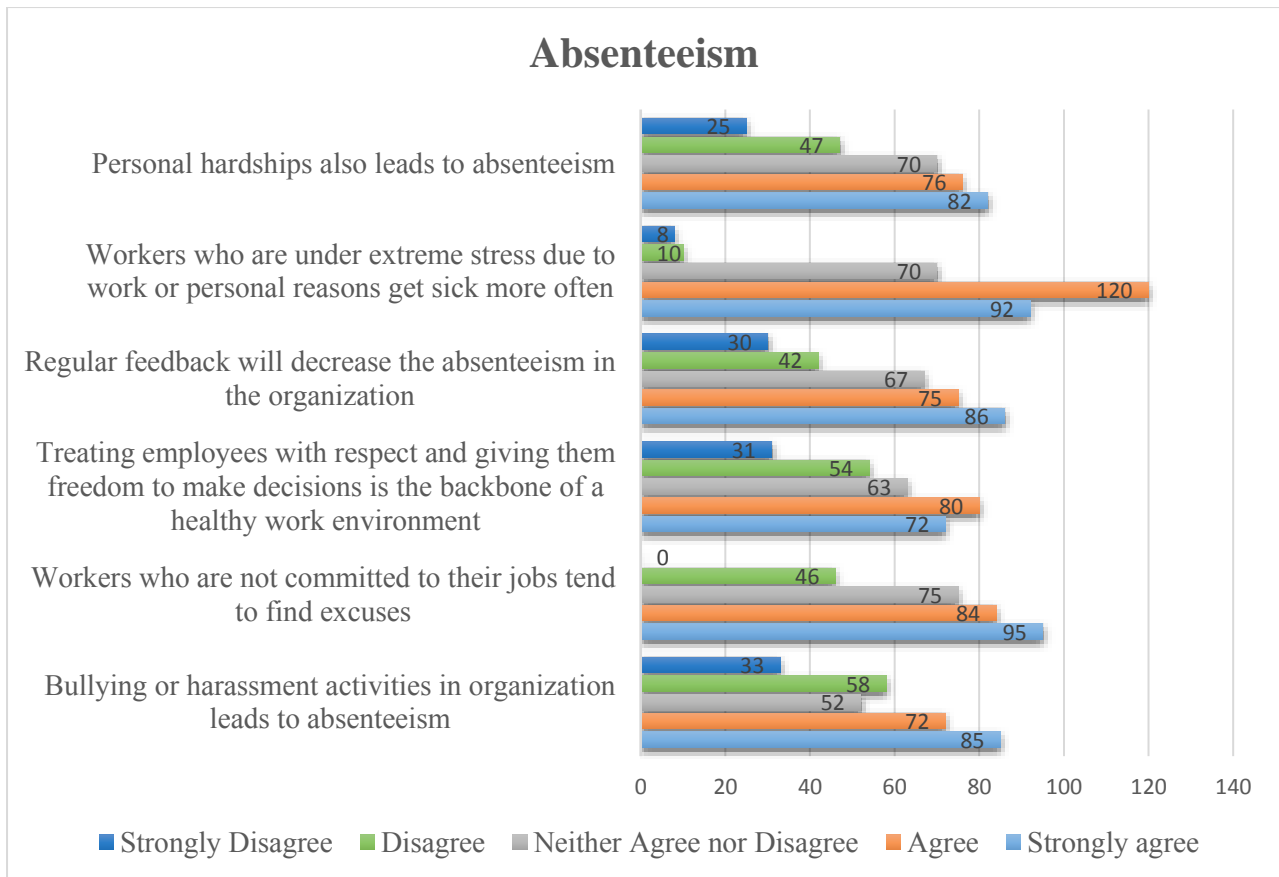


Figure 4: Absenteeism Likert scale Performance

Questionnaire Result for Employee Turnover

In this section, the reputation of dependent variables of employee turnover and its effectiveness as a part of the HRM practices within the side of the respondents' organization is assessed. As located in figure 5, in 3 statements the employees have been spoken back with excessive agreement ‘Lack of training, support, or resources necessary to jobs

well’ indicates (N=41), ‘Employee turnover will affect the productivity of the organization this attains’ (N=40). Further, the respondents agreed with N=40 for employees' perception of jobs will increase worker turnover. This indicated that the respondents have been aware of the significance of productiveness for an enterprise and also, recognize the additives that result in imparting excessive turnover.

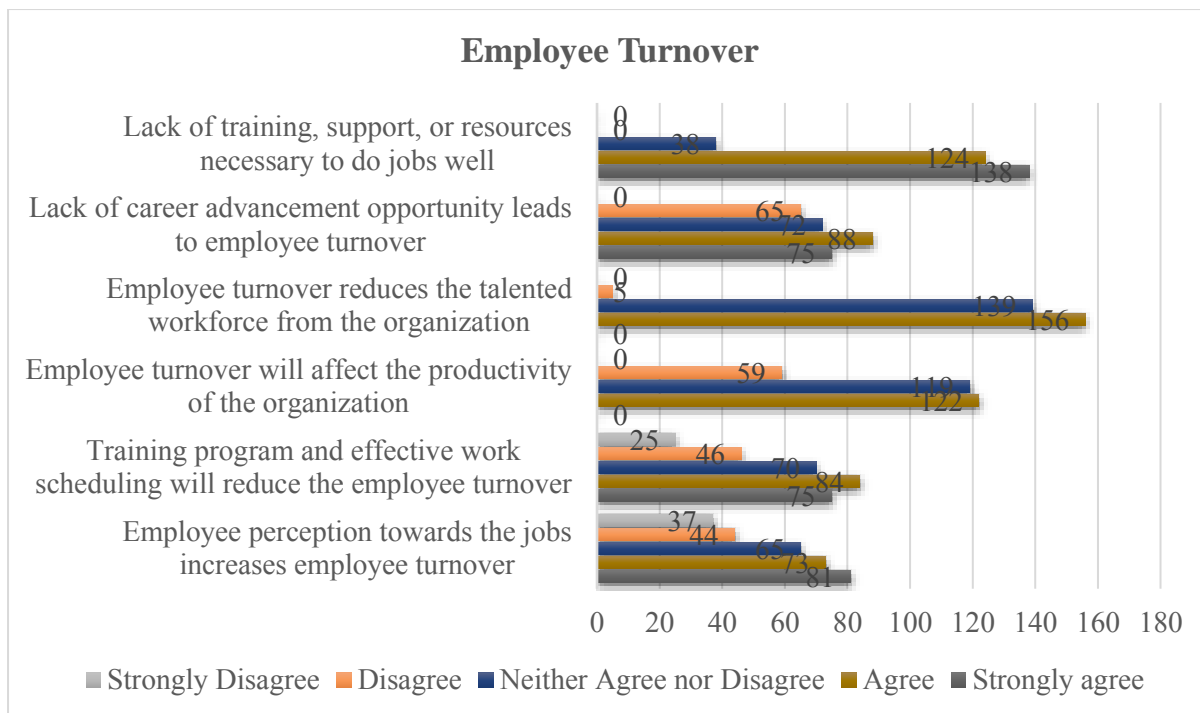


Figure 5: Employee Turnover Likert scale Performance

Questionnaire Result for Employee Productivity

Further, the dependent variable used for locating the effectiveness of HRM practices become Employee Productivity. In which there are 45 respondents had been requested a sequence of questions. For every respondent, the segment consists of 6 questions to reply to primarily based totally on the Likert 5-factor scale. In this segment, most people agreed with the subsequent query which is proven in Figure 6. The questionnaire is ‘Train the people with

good enough take a look at device’, ‘Equip or educate the personnel with new generation machines for excessive manufacturing and Employee engagement is the most important device to enhance productiveness in the organization. Similarly, sixteen respondents disagree with the assertion of Temperature in the place of business will affect employee productiveness. This suggests that the working location is the reason for employee productivity.

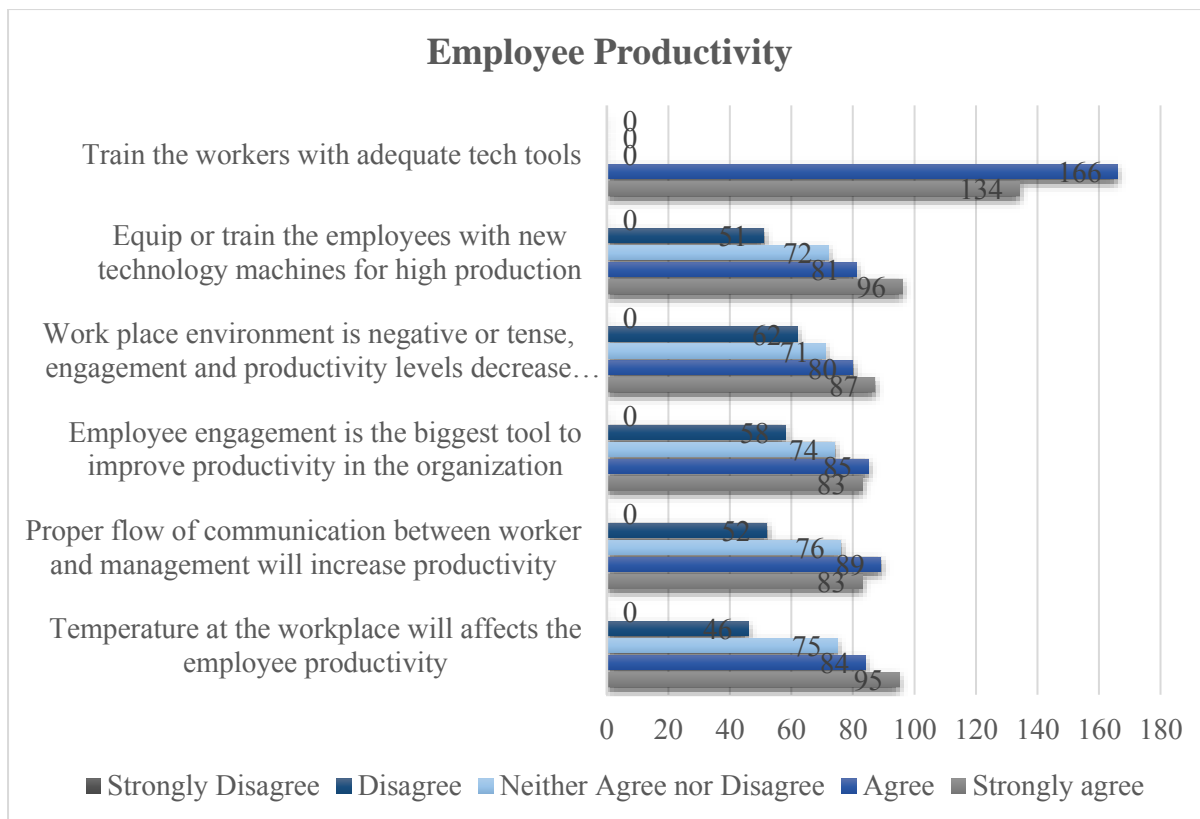


Figure 6: Employee Productivity Likert scale Performance

Questionnaire Result for Human Management Practices

Human Management practices are one of the independent variables which encompass 6 questions for every respondent. As visible in figure 7, furthermore, respondents agreed with all of the statements with an excessive degree of percent. No one disagrees with the statements, the agreed declaration with the

excessive degree of percent is as follows, 'Self-managed and effective teams should be organized' indicates 43%, 'HR should focus on both the needs of the organization and the ones of its employees' with 42%, 'Making information easily accessible to those who need' it indicates that the respondents are of 43%, and 'Fair and performance-based compensation should be provided' is of 36%.

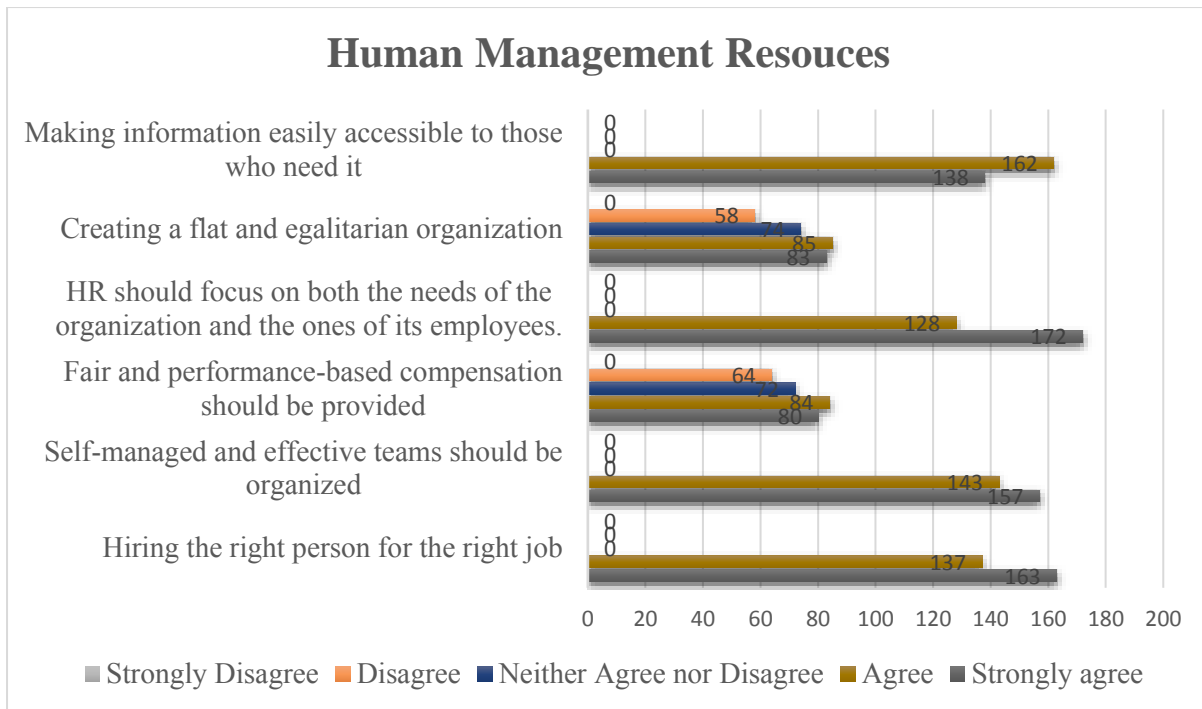


Figure 7: Human Management Practices Likert scale Performance

Questionnaire Result for Employee Behavioural Outcomes

The popularity and efficacy of independent variables of the overall implications of employee behaviour as part of the HRM practices are evaluated in this section. In Figure 8, three statements conveyed the employees'

over-compliance 'Work engagement will provide better employee behavioural outcome' (N=39) suggest further, 'Manage self-task effectively' (N=42). In addition, the participants committed to 'Consistency towards the job' with N=40.

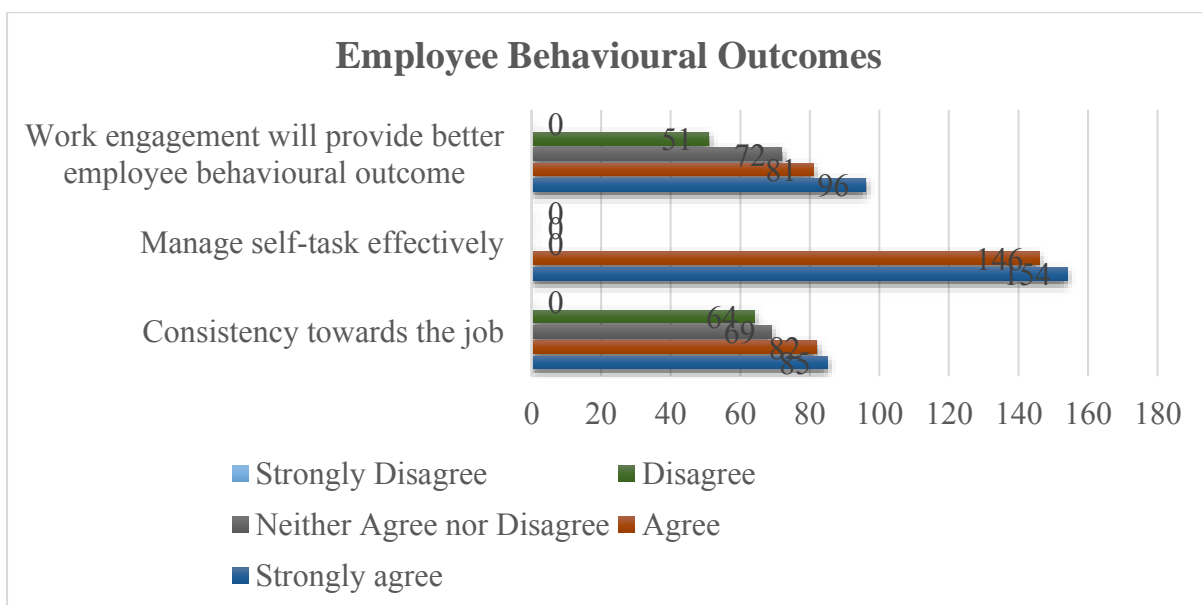


Figure 8: Employee Behavioural Outcomes Likert scale Performance

Questionnaire Result for Workplace Bullying Outcomes

While empirical research on targets' responses to workplace bullying is sparse, it shows the preponderance of emotion-focused, passive, and avoidant techniques, all of which are usually regarded as maladaptive and harmful. The questionnaire was used to investigate the participants' experiences of bullying, with N=56 workers agreeing with the statement "Being the subject of excessive mocking and

sarcasm." The majority of employees in the sectors agreed with the statement "over surveillance of your job." It was acknowledged by 76 employees as "having your ideas and beliefs ignored." According to the poll, the majority of employees have encountered workplace bullying, which must be monitored by HR managers in order to safeguard employees from stress and anxiety and promote organizational growth.

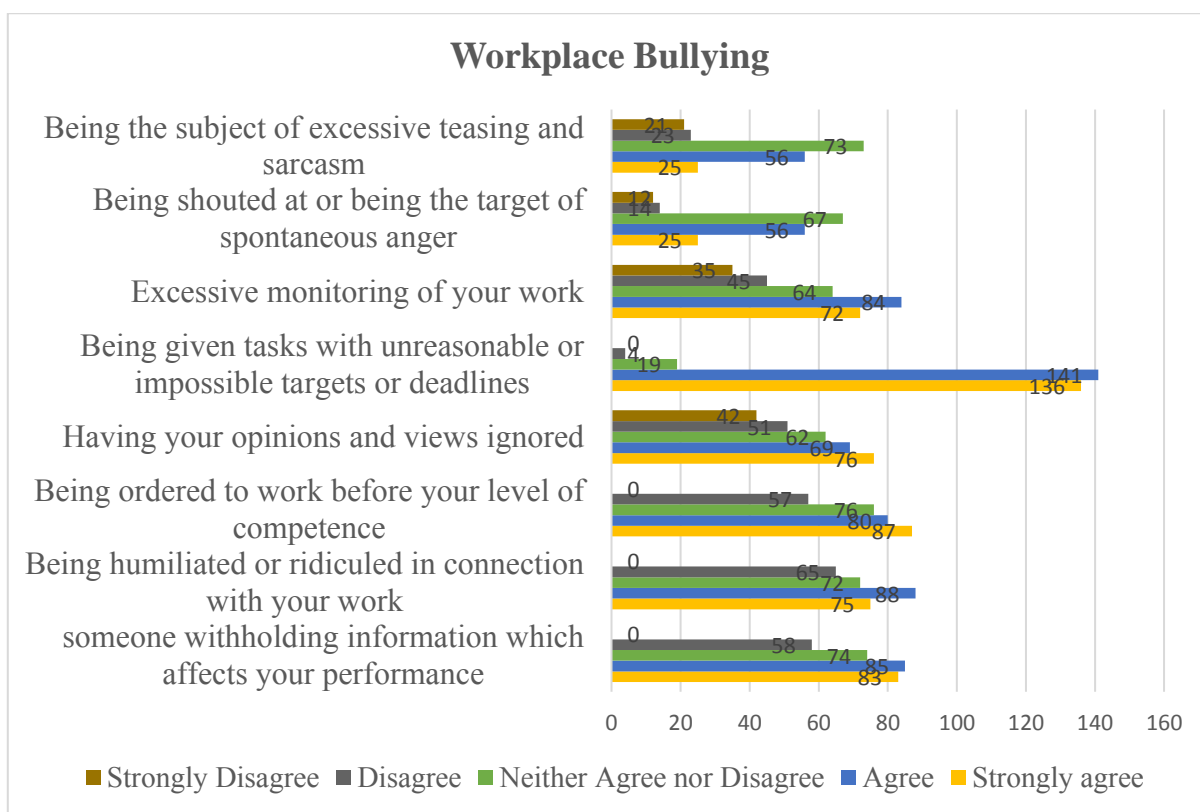


Figure 9: Workplace Bullying Outcomes Likert scale Performance

Furthermore, the discovery that bullying causes job insecurity might imply that bullying is being utilized to force people out of their jobs. This is in accord with claims that bullying may be regarded in part as goal-directed behaviour aimed at improving one's positive outcomes.

The research discovered via the survey study that particular antecedent beliefs are connected to the fundamental dimensions of employee

behaviour outcomes. Some participants described how HR would criticise and mock them personally in front of the entire team if they couldn't find anything wrong with their performance at work, or would spread untrue rumours and allegations against them to different coworkers. They described distressing emotions like despair, worry, and a sense of disappointment. Their informal support systems within and outside of their

organisations were what gave them hope and self-assurance. However, the positions emphasise employee well-being as a crucial result that drives businesses to achieve their objectives. Human resource personnel need to be aware that targets may experience emotional tiredness as a result of being subjected to bullying behaviour, and that job security needs to be restored. As a result of this study, the participating organisation has implemented some interventions aimed at enhancing pro-environmental behaviour among its workforce. These interventions address the barriers and facilitators of specific employee behaviour that were identified by these antecedent beliefs. Despite the challenging circumstances, all participants continued to give their best efforts, understanding the value of performance for maintaining their employment and advancing

their careers as well as for upholding the expectations of professionalism and organisational dedication. These are anticipated to significantly enhance both employee wellbeing and the performance of the firm. This demonstrates the theoretical and practical value of this kind of research.

4.3 Statistical Analysis

A descriptive analysis, correlation appraisal, and other regression analyses are used for the assessment of evidence on structured data and SPSS data are used. Table 6 offers descriptive statistical meanings, standard deviations, and zero-order correlations. An exploration of the relationship between Human Resource Management Practices and the consequences of employee positive and negative behaviour has been conducted.

Table 6: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
OC	300	12.00	29.00	20.3933	4.49138	-.260	.141	-1.015	.281
JP	300	15.00	31.00	23.5267	3.21513	-.796	.141	1.247	.281
AM	300	10.00	25.00	18.5633	3.77981	-.715	.141	-.115	.281
ETO	300	12.00	31.00	21.8567	4.20735	-.962	.141	.175	.281
EP	300	9.00	25.00	18.7833	3.82428	-.681	.141	.343	.281
HRM	300	15.00	27.00	19.8833	2.28044	-.075	.141	-.241	.281
WPB	300	6.00	32.00	21.4567	4.67772	-.351	.141	-.291	.281
EBO	300	13.00	34.00	23.9400	5.11308	-.559	.141	-.423	.281

Measuring the distribution and normality are a type of descriptive statistics. It can be measured by skewness and kurtosis. The above Descriptive statistics show that all variables such as Organizational Commitment at -26%, Job Performance at -79%, Absenteeism at -71%, Employee Turnover at -96%, Employee Productivity at -68%, HRM at -7%, WPB with -35%, EBO with -55% these are almost large negative it means the distribution is with high symmetrical or more platykurtic (Flat). If we go into detail the value of negative means that the tail on the left side of the distribution is longer or fatter than the tail on the right side. The mean and median are less than the mode. The above

kurtosis value for AM, ETO, EP, HRM, WPB, and EBO are closer to 0 which means data is more normally distributed.

From the average means calculated in the descriptive statistics, the researcher used the means to compute correlation analysis, full regression models, and coefficient of determination to set up the true relationship between the dependent variable (Organizational Commitment (OC), Job Performance (JP), Absenteeism (AM), Employee Turnover (ETO), and Employee Productivity (EP)) and the independent variables (employee behavioural outcome

(EBO), human resource management (HRM) and Workplace bullying (WPB)).

4.3.1 Correlation Analysis

This study used Pearson product-moment correlation evaluation to set up whether or not there may be an affiliation between the

independent variables and the dependent variable. The correlation coefficient can vary from ± 1.0 (plus or minus one). In a coefficient of zero methods, there may be no relationship between the two objects, and an extrade in the independent object will now no longer affect the dependent object. It is depicted in Table 7.

Table 7: Correlation Analysis

		OC	JP	AM	ETO	EP	HRM	WPB	EBO
OC	Pearson Correlation	1	.496**	.694**	.775**	.566**	.544**	.082	.925**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.157	.000
	N	300	300	300	300	300	300	300	300
JP	Pearson Correlation	.496**	1	.391**	.545**	.749**	.436**	.012	.656**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.842	.000
	N	300	300	300	300	300	300	300	300
AM	Pearson Correlation	.694**	.391**	1	.240**	.756**	.703**	-.077	.609**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.183	.000
	N	300	300	300	300	300	300	300	300
ETO	Pearson Correlation	.775**	.545**	.240**	1	.196**	.488**	.133*	.853**
	Sig. (2-tailed)	.000	.000	.000		.001	.000	.021	.000
	N	300	300	300	300	300	300	300	300
EP	Pearson Correlation	.566**	.749**	.756**	.196**	1	.369**	-.036	.590**
	Sig. (2-tailed)	.000	.000	.000	.001		.000	.531	.000
	N	300	300	300	300	300	300	300	300
HRM	Pearson Correlation	.544**	.436**	.703**	.488**	.369**	1	-.063	.534**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.279	.000
	N	300	300	300	300	300	300	300	300
WPB	Pearson Correlation	.082	.012	-.077	.133*	-.036	-.063	1	.088
	Sig. (2-tailed)	.157	.842	.183	.021	.531	.279		.127
	N	300	300	300	300	300	300	300	300
EBO	Pearson Correlation	.925**	.656**	.609**	.853**	.590**	.534**	.088	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.127	
	N	300	300	300	300	300	300	300	300
** . Correlation is significant at the 0.01 level (2-tailed).									
* . Correlation is significant at the 0.05 level (2-tailed).									

4.4 Inferential Analysis

The data analysis outcome which consists of the Classical Assumption Test, Regression

Analysis and Hypothesis Testing result will be discussed in this section.

4.4.1 Regression Analysis

SPSS Statistics will generate quite a few tables of output for linear regression. This section, demonstrates the three main tables required to understand the results from the multiple regression procedure, assuming that no assumptions have been violated. To develop the

relationship between the output of the manufacturing sector and the five variables, the researcher performed a multivariate regression analysis. In this test, the proportion of the overall variance percentage in the dependent variable as explained by the independent variable is calculated.

Table 8: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.927 ^a	.859	.857	1.69763	2.825
a. Predictors: (Constant), EBO, WPB, HRM					
b. Dependent Variable: OC					

Table 8 provides the R and R² values. The R-value represents the simple correlation and is 0.927 (the "R" Column), which indicates a high degree of correlation. The R² value (the "R Square" column) indicates how much of the total variation in the dependent variable, OC, can be explained by the independent variable, EBO, WPB, and HRM. In this case, 85% can be explained, which is very large. The Adjusted R Square value is 0.858 this indicates

that 85% of improvements in the dependent variable could describe the five independent variables and the remaining 20% of the dependent variable does not have the other variables in the sample. The Durbin Watson d=2.825, which is between two critical values of 1.5<d<2.5. Therefore, assume that there is no first-order linear autocorrelation in the multiple regression data.

Table 9: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5178.531	3	1726.177	598.962	.000 ^b
	Residual	853.056	296	2.882		
	Total	6031.587	299			
a. Dependent Variable: OC						
b. Predictors: (Constant), EBO, WPB, HRM						

The F-ratio in the ANOVA table 9 tests that the overall regression model is a good fit for the data. The table shows that the independent variables statistically significantly predict the dependent variable, i.e., the regression model is

a good fit for the data. It evaluates the null hypothesis that the entire regression model has a population R of zero. Meanwhile, p < 0.05, rejects this null hypothesis from the data.

Table 10: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF

1	(Constant)	-1.204	1.001		-1.202	.230		
	HRM	.141	.051	.072	2.742	.006	.702	1.424
	WPB	.008	.021	.008	.375	.708	.975	1.025
	EBO	.778	.023	.886	33.891	.000	.700	1.429
a. Dependent Variable: OC								

Table 10 provides the coefficient table with unstandardized coefficients, which designate how much the dependent variable varies with an independent variable when all other independent variables are held constant. This tests whether the unstandardized (or standardized) coefficients are equal to 0 (zero) in the population. The *t*-value and corresponding *p*-value are located in the "t" and "Sig." columns, respectively. Here, $p > .05$, this concludes that the WPB coefficients are not statistically significantly. Further, checking for multicollinearity in the multiple regression model with tolerance, the obtained value was 0.702, 0.975 and 0.70, generally, the tolerance value was < 0.1 it was satisfied with this condition.

4.4.2 Classical Assumption Test

In order to accomplish a certain objective to use multiple regression models, a classical assumption test must be interpreted. The Classical Assumption Test analyses include a test of normality.

Normality Test

The Normality Test is used to test independent variables and dependent variables based on the subsequent regression queries. The outcome should suggest whether or not the data was usually transmitted. The study starts with the observation of the Histogram and P-Plot presented below.

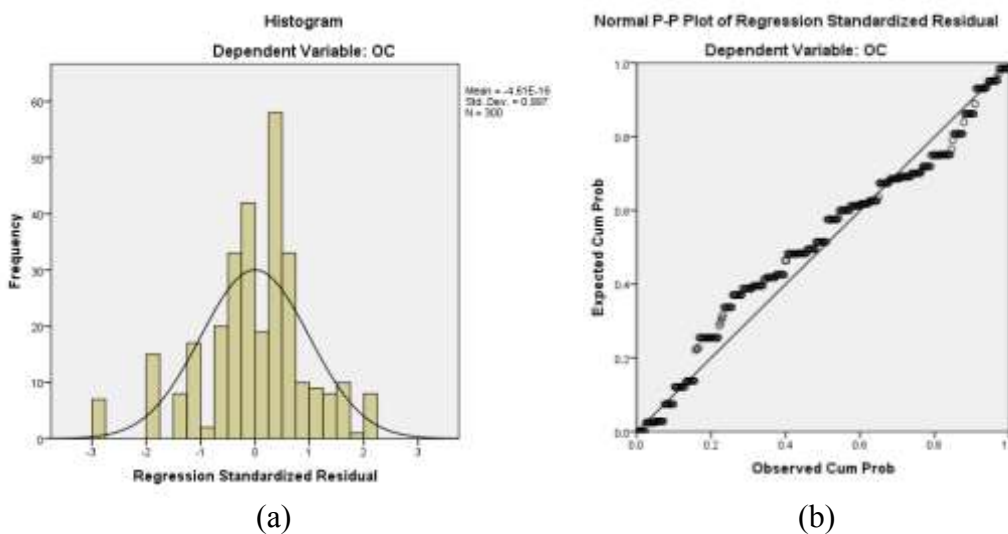
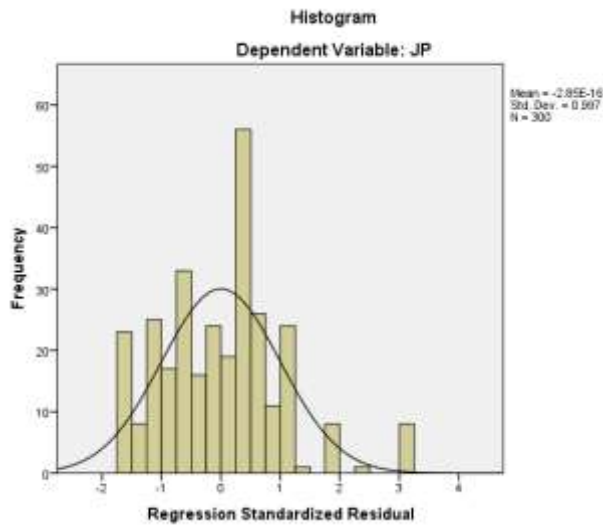


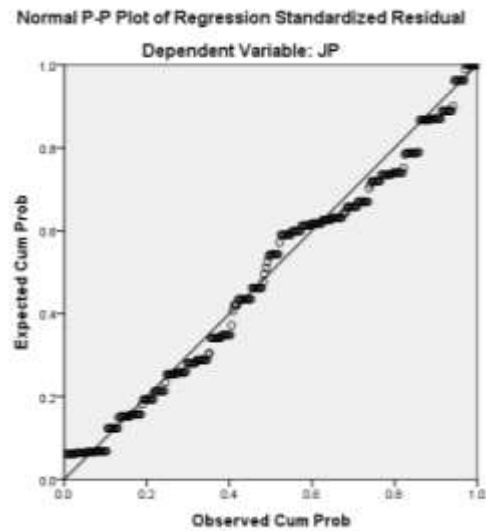
Figure 10: Histogram and Probability-Plot graph of OC

Figure 10(a) displays the histogram of the OC-Organizational Commitment dependent variable test graph. The effects of the output suggest a bell-figure in the histogram line. The normality test P-Plot graph for the dependent

variable OC is seen in Figure 10(b). Consequently, the data on the regression model may be inferred that complies with the assumption of normality.



(c)

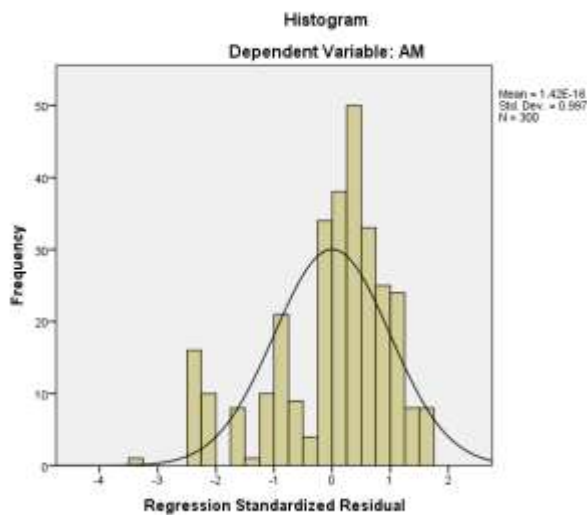


(d)

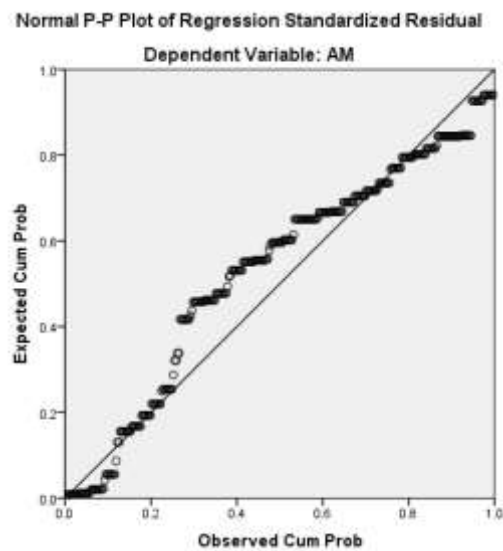
Figure 11: Histogram and Probability-Plot graph of JP

Figure 11(c) displays the histogram of the JP-Job Performance of dependent variable normality test diagram. The effects of the output suggest a bell-figure in the histogram line. 11(d) demonstrates the JP dependent

variable P-Plot graph of the normality test. Resultantly, the data on the regression model may be inferred that complies with the assumption of normality.



(e)

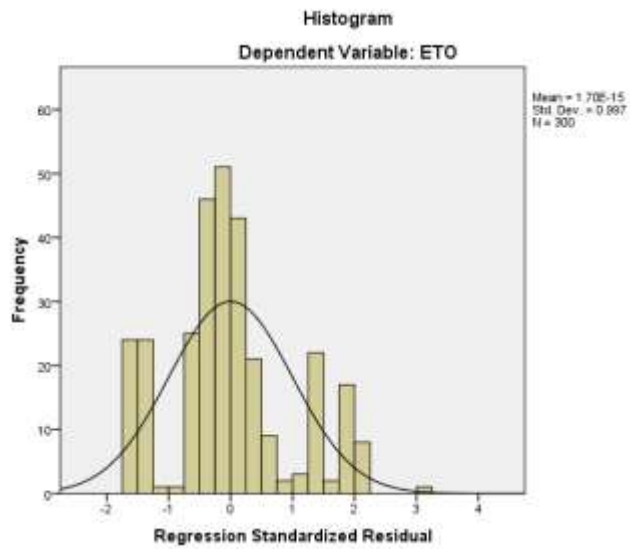


(f)

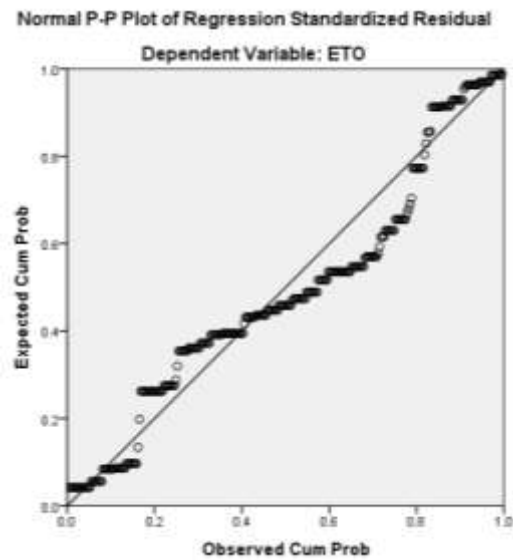
Figure 12: Histogram and Probability-Plot graph of AM

The histogram of the test diagrams for the dependent AM-Absenteeism factor is illustrated in Figure 12(e). The effects of the analysis imply a bell-shaped histogram line. 12

(f) reveals the normality test P-Plot graph for the AM variable dependent. And hence, the data on the regression model may be inferred that complies with the supposition of normal.



(g)

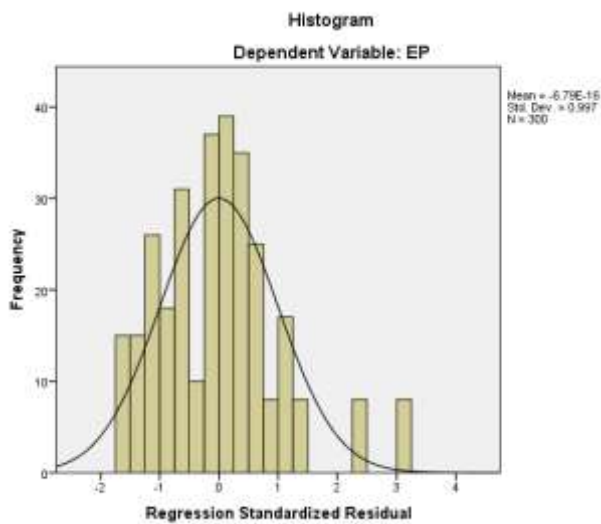


(h)

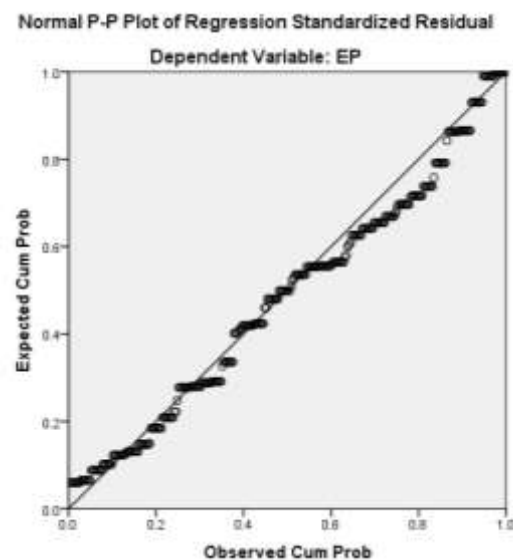
Figure 13: Histogram and Probability-Plot graph of ETO

Figure 13(g) shows the ETO-Employee Turnover histogram in normality experiments. The findings reveal that the histogram line produces a bell. 13(h) conveys the normality

measure P-Plot graph of the dependent ETO component. Therefore, the details regarding the regression model can be concluded to satisfy the presumption of normality.



(i)



(j)

Figure 14: Histogram and Probability-Plot graph of EP

Figure 14(i) represents the histogram for the EP-employee productivity dependent variable test graph. The effect of the output shows that

it produces a bell-like histogram line. 14 (j) the normality test of the dependent EP variable is shown in P-Plot. It can then be assumed that the

knowledge about the regression model follows the standard.

4.4.3 Hypothesis Testing Result

The T-Test is used to assess the substantial effects between each dependent and independent variable. In order to detect the

effects, the coefficient table precisely decides whether the independent variables are significant, partially important, or not the coefficient table. Table 11 depicts the one-sample t-test statistics for the hypothesis test result.

Table 11: One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
OC	300	20.3933	4.49138	.25931
JP	300	23.5267	3.21513	.18563
AM	300	18.5633	3.77981	.21823
ETO	300	21.8567	4.20735	.24291
EP	300	18.7833	3.82428	.22080
HRM	300	19.8833	2.28044	.13166
WPB	300	21.4567	4.67772	.27007
EBO	300	23.9400	5.11308	.29520

The T-test is normally done when the standard deviation is unknown. The result of the T-test applied to the motivator with the test

value of 47 in group form, is illustrated in table 12.

Table 12: Statistics Confidence Analysis

	Test Value = 47					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
OC	-102.606	299	.000	-26.60667	-27.1170	-26.0964
JP	-126.455	299	.000	-23.47333	-23.8386	-23.1080
AM	-130.308	299	.000	-28.43667	-28.8661	-28.0072
ETO	-103.508	299	.000	-25.14333	-25.6214	-24.6653
EP	-127.796	299	.000	-28.21667	-28.6512	-27.7822
HRM	-205.958	299	.000	-27.11667	-27.3758	-26.8576
WPB	-94.581	299	.000	-25.54333	-26.0748	-25.0119
EBO	-78.116	299	.000	-23.06000	-23.6409	-22.4791

SPSS calculates the t-statistic and its p-value under the assumption that the sample comes from an approximately normal distribution. In this p-value associated with the t-test is small i.e) $p < 0.05$, there is evidence that the mean is different from the hypothesized value. In summary, the results support the research hypotheses: the greater the perceived use of HRM practices, the higher level of employees' affective organizational commitment,

employee productivity and workplace bullying, but the lower level of their turnover intention.

4.4.4 Hypothesis Correlation Analysis

In these analyses, the interaction with other variables (organizational commitment, job efficiency, absenteeism, employee turnover, and productivity) is illuminated only (employee behavioural outcomes, HRM practices). The positive correlation between HRM and the

behavioural outcomes of employees is found in Hypothesis 1.

Table 13: Correlation between HRM and EBO

		HRM	EBO
HRM	Pearson Correlation	1	.534**
	Sig. (2-tailed)		.000
	The sum of Squares and Cross-products	1554.917	1862.900
	Covariance	5.200	6.230
	N	300	300
EBO	Pearson Correlation	.534**	1
	Sig. (2-tailed)	.000	
	The sum of Squares and Cross-products	1862.900	7816.920
	Covariance	6.230	26.144
	N	300	300

Table 13 summarizes that the Pearson correlation $r=1$ is used in human resources management and the employee behavioural outcomes can have $r=0.534$. Furthermore, these variables have a significant amount at a 5%

(<0.05) significance level. The two independent HRM and EBO variables are significant and thus both positively correlated. The findings illustrate that there is a positive correlation between the variables.

Table 14: Correlation between HRM and WPB

		HRM	WPB
HRM	Pearson Correlation	1	-.063
	Sig. (2-tailed)		.279
	N	300	300
WPB	Pearson Correlation	-.063	1
	Sig. (2-tailed)	.279	
	N	300	300

In Table 14 the value of Pearson r i.e., the correlation coefficient which in this case is -0.063 . Thus it has the perfect negative correlative between the variables. Further, interested in the 2-tailed significance value which in this case is $<.000$. The standard alpha

value is $.279$, which means that our correlation is not significant. This indicates that hypothesis H2 has a negative correlation and was not significant within the variables. According to Hypothesis H3, HRM, WPB, and EBO contribute to organizational development.

Table 15: Correlation between HRM, EBO and WPB

		HRM	EBO	WPB
HRM	Pearson Correlation	1	.534**	-.063
	Sig. (2-tailed)		.000	.279
	N	300	300	300
EBO	Pearson Correlation	.534**	1	.088
	Sig. (2-tailed)	.000		.127
	N	300	300	300
WPB	Pearson Correlation	-.063	.088	1
	Sig. (2-tailed)	.279	.127	
	N	300	300	300

In this result table 15 specifies that HRM practices take to contribute to employee behaviour outcomes with the correlation coefficient $r=0.534$, $p<0.05$. However, the workplace bullying outcomes are not contributing to the organizations which in this case $r=-0.063$, $p>0.05$ was highly not

significant and has a negative correlation between the variables. From this hypothesis, H3 resulted that it has a positive correlation with employee behaviour outcomes and a negative correlation with workplace bullying outcomes in the organization's development.

Table 16: Correlation between HRM, and Dependent Variables

	Dependent Variables	Correlation Coefficient
HRM	OC	.544**
	JP	.436**
	AM	.703**
	ETO	.488**
	EP	.369**

Hypothesis H4 defines that there is a positive correlation between HRM and dependent variables (Organizational Commitment, Job Performance, Absenteeism, Employee Turnover, and Employee Productivity). From the analysis, it was depicted (table 16) that all the dependent variables have a positive correlation with Human Resource Management. The correlation with organization commitment can have ($r=0.544$, $p<0.05$), and with job performance (JP) the correlation coefficient is of ($r= 0.436$, $p<0.05$), absenteeism can have ($r=0.694$,

$p<0.05$) which indicates that p-value is 0 and it was highly significant. Furthermore, for employee turnover, the coefficient was ($r=0.488$, $p<0.05$) and for employee performance with HRM, the variables can have ($r=0.369$, $p<0.05$). Therefore, the hypothesis that states that Human resource management has a positive correlation and is statistically related to Organizational Commitment, Job Performance, Absenteeism, Employee Turnover, and Employee Productivity is accepted in this sample.

Table 17: Correlation between EBO, and Dependent Variables

	Dependent Variables	Correlation Coefficient
--	---------------------	-------------------------

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

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