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TABLE OF CONTENTS

TABLE OF CONTENTS.....	ii
LIST OF TABLES.....	iv
LIST OF TABLES.....	v
ABSTRACT.....	vi
1. INTRODUCTION.....	1
2. LITERATURE REVIEW.....	4
2.1. Human Resource Practices.....	5
2.2. Well-being.....	6
2.3. Human Resource Practices and Job Satisfaction.....	7
2.3.1. Training and Job satisfaction.....	9
2.3.2. Promotion and Job satisfaction.....	10
2.3.3. Information Sharing and Job satisfaction.....	11
2.4. Mediating role of Job satisfaction between HRM practices and employee role performance.....	12
2.5. HRM practices and Role performance.....	13
3. METHODOLOGY.....	15
4. RESULTS.....	17
4.1. Sample characterization.....	17
4.2. Evaluation of the measurement model.....	18
4.3. Evaluation of the structural model.....	20

5. THEORETICAL DISCUSSION AND MANAGERIAL IMPLICATIONS.....	22
6. FUTURE RESEARCH, LIMITATIONS, AND FINAL REMARKS.....	24
REFERENCES	26

LIST OF TABLES

Table 4.1.1: Sample characterization	17
Table 4.2.1: Simple reliability (Cronbach's alpha), Composite reliability and Convergent validity (AVE)	18
Table 4.2.2: Fornell-Larcker criterion.....	19
Table 4.2.3: Heterotrait – Monotraitratio (HTMT).....	19
Table 4.3.1: Structural Relationship.....	20

LIST OF FIGURES

Figure 4.3.1: Theoretical model with beta coefficients and R^2	21
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ABSTRACT

The effect of human resource management (HRM) practices on employee performance have been found as one of the interesting topics in management starting from 1990. Human resource practices have a crucial role in enhancing the performance of employees, which enables firms to realize their objectives. Therefore, the firm should view human resource practices as a core strategy for achieving its objectives through the performance of its people. From year to year, researchers began to focus more on the impact of HRM practices on employee well-being. To explain how human resource management (HRM) contributes to business performance, employee well-being has been emphasized, as it is considered that HRM indirectly influences performance through employee well-being (e.g., Boxall and Macky, 2009; Guest, 2017).

The given research paper is based on the quantitative research analysis that is aimed at assessment of the influence of HRM practices on employee role performance both through direct and indirect, with mediation effect of well-being. The HRM-driven model, more specifically the partial mediation model, is used in the paper. The variable “HRM practices” was measured by practices, such as training, promotion, information sharing, and the “well-being” through job satisfaction. Since Suleyman Demirel University was chosen as the main sample of the research analysis, only those practices that are used in the organization are taken into account. Initially, the questionnaire was sent to 312 people, who are working at SDU by using the convenient sampling method. However, responses were retrieved only from 109 people. Based on the results all hypotheses were accepted, and a significant relationship between HRM practices and role performance was determined. Moreover, the mediating role of job satisfaction between the HRM practices organized at SDU and its employees' role performance was confirmed. The results of the research paper helped to better understand how the current HRM practices of the organization affect the job satisfaction of the employees, which will in return influence their performance.

1. INTRODUCTION

Several scholars have been studying the management of human resource practices (HRM), as the implications of that processes on organizational efficiency have emerged as a major theme to be studied (Boxall & Purcell, 2008; Guest, 1997; Wright & Gardner, 2003). Research that was established by Huselid (1995) believes that management of staff had a considerable impact on the financial conduct and over the past 25 years a great deal of empirical studies has demonstrated that HRM has had a positive influence on organizational effectiveness. According to Guest (1997), the first step toward a possible broader framework that connects results and performance, the starting point should be to recognize that the hallmark of HRM is the premise that performance enhancement is achieved at the expense of the organization's people. Consequently, both from the theory and practice sides, a certain degree of knowledge should have been acquired on the role of people in establishing the association between the management of human resources and firm performance.

In recent years, in academia and practice, the significance of human resource management, the essence of an organization, has been increasing. Management experts and practitioners are working hard to understand more about human resource management strategies and how they might help organizations accomplish their objectives (Guest, 1997; Huselid, 1995; Power and Boselie, 2003). In the discipline of managing human resources, the impact of human management practices on institutional, personal and collective achievement is a critical issue. Employees trust in the process of developing a process of communication between workers and the organizational unit once they have a positive opinion of human resource management techniques (Wayne et al. 1997; Lee and Bruvold, 2003). Employees that are happy with their jobs are more likely to contribute to the company's success (Eisenberger et al. 2001).

Staff well-being has been highlighted to demonstrate why human resource management (HRM) promotes company performance in the sense that HRM is assumed

to affect efficiency through staff well-being (e.g., Boxall and Macky, 2009; Guest, 2017). Simultaneously, there is much disagreement over the great role of well-being in this connection (Van de Voorde et al., 2012). HRM, according to supporters of the so-called reciprocal benefit approach, provides a message to workers that their efforts, well-being, and growth are respected and cared for, hence contributing to their well-being (e.g., satisfaction and commitment). Thus, in consequence, boosts productivity, resulting in a win scenario for employers and employees (Guest, 2017; Peccei et al., 2013; Van de Voorde et al., 2012).

Education is essential to the growth of individual abilities and personalities, as well as the development of any society. It's a crucial instrument for controlling people's attitudes and actions. Individuals learn how to effectively live in the world and advance at a rapid pace through education. Society has developed extremely competitively, with daily breakthroughs and discoveries. As a result, humans must also adjust to future obstacles. Education is one of the most potent vehicles for bringing about change in society, industry, and, most significantly, the nation's future dusting (Shami, 1999). Higher education plays an especially essential role in the growth of the economy in this environment. Even though institutions are human capital-intensive organizations, university human resource management approaches can be extremely beneficial in hiring and maintaining trained and professional faculty and staff. Innovative concepts and breakthroughs can be generated through research, which aids us in advancing university knowledge in the form of human resource development. By supporting this idea, the Suleyman Demirel University was chosen as an object of the study.

The Suleyman Demirel University, also known as SDU, was one of the first private universities in Kazakhstan to offer higher education. It is located in the mountain town of Kaskelen, which is approximately 20 kilometers away from the Almaty city center. The University was established in 1996 and launched by former President Nursultan Nazarbayev, who also served as the country's first president, and by Suleyman Demirel,

who served as Turkiye's ninth president. The University's Strategic Development Plan has as its primary objective the establishment of the institution as one of the preeminent international educational institutions in both the nation and Central Asia. There are four faculties at SDU, which are: the faculty of engineering and natural sciences, the faculty of law and social sciences, the faculty of pedagogy and humanities, and the business school. In total, there are 411 people are working at Suleyman Demirel University, of which 161 are from administrative staff and the other 250 from teaching staff.

Based on the literature review of previously done research works, the aim of the given dissertation work is to identify the influence of HRM practices organized at Suleyman Demirel University on its employee role performance through job satisfaction. Consequently, the research question is: What is the effect of HRM practices on role performance?

2. LITERATURE REVIEW

During the last 25 years, several scholars have shown their increasing interest in the impact of human managing resources (HRM) systems on performance, as well as the role of staff well-being (Guest, 2002; Jackson, Schuler, & Jiang, 2014; Wright & Boswell, 2002). HRM researchers have concentrated mostly on the consequences that management of staff systems have on well-being as a crucial subject (Guest, 1999), as well as on well-being as a primary factor which may attempt to clarify the influence of HRM systems on different aspects including both individual and organizational performance as component of this rising strand of so-called employee-centered management of human resources research (Peccei, 2004). The emphasis seems to be on the increasingly prominent corpus of HRM research that focuses explicitly on the interaction among WB, HRM, and individual and/or organizational performance (IOP), sometimes known as HRM-WB-IOP research. In theory, these three factors can be associated in a plethora of ways, referring to the intensity and direction of the linkages among them, as well as in case the associations involved are negative or positive. Practices and existing investigations have concentrated on a narrow fraction of feasible HRM-WB-IOP models. To date, the predominant focus has been on the function that HRM provides in regards to both WB and IOP. As a result, the central emphasis has been on "HRM-driven" models of the HRM-WB-IOP interaction, in which causality is thought to flow from HRM to WB, IOP, or both.

Partial and full mediation and parallel outcomes models of the HRM-WB-IOP link were discovered by Peccei and Van de Voorde (2019). In the given research work partial mediation, the model of the HRM-WB-IOP relationship was chosen as the research model. In addition to postulating an indirect association between HRM and IOP that is mediated by WB, these models also postulate a direct relationship between HRM and IOP that is not mediated by WB. Depending on the kind of mediation, there are three distinct

types of partially mediated models. The partial mediation models that are anchored in and emphasize (a) mutual gains, (b) conflicting outcomes, or (c) mutual losses in HRM-WB-IOP interactions diverge substantially (Peccei et al., 2013; Van De Voorde et al., 2012). A crucial aspect of the entire mutual benefit model is the theory that HRM has a positive impact on IOP through employees' WB. In other words, the modeling indicates that both the HRM-WB and WB-IOP associations are positive, meaning that the total impact of HRM on IOP is also projected to be positive and entirely dependent on employees' WB. As a result, the HRM-WB-IOP interaction is essentially a model in which both the staff and the management staff company gain from HRM. Theoretically, this approach is founded on so-called "behavioral viewpoints" on HRM (Peccei, 2004). It is predicated on the notion that HRM, and particularly the adoption of what are in fact quite gradual sets of the high level of commitment, complex sampling, or high-performance HR practices, significantly improves individual and organizational performance through people—that is, by enhancing staff positive views and well-being at work (Appelbaum et al., 2000; Guest, 2002).

2.1 Human Resource Practices

Several organizations have paid greater attention to human resource management techniques to conquer obstacles and acquire a market edge as the worldwide market has gotten more demanding and unpredictable. Human resource management (HRM) methods may improve an institution's knowledge, skills, innovation, harmony, engagement, and results. As a consequence, HRM is crucial to attaining the goals of organizations in various industries (Cania, 2014; Harter et al., 2002). Furthermore, it is a framework that sets the mindset and conduct of the employees and understands the connection between the employees and the employer, which inspires the employees to invest greater effort in invention and innovation and helps the firm reach its goals, and motivates the employees (Tan & Nasurdin, 2011). As companies evolve and adapt, HRM may overcome numerous problems by using various methods that promote employee satisfaction. These methods

aid businesses in improving their performance (Armstrong, 2006). Education and training, incentives, promotions, job evaluation, sharing of information, staff connections, participative management, and social assistance are all examples of individual resource functions. Each of these techniques should be presented with the aim of reaching a high degree of worker satisfaction and performance (Albrecht et al., 2015; Dessler, 2006; Majumder & Hossain, 2012). Because Suleyman Demirel University was selected as a research sample, only specific HRM techniques applied in this organization are analyzed. They are education, marketing, and the exchange of information.

2.2 Well-being

The term "worker well-being" refers to the sum total of an employee's knowledge and experience gained from their employment (Warr, 1987). The concept of an employee's well-being is one that is malleable and can mean "a number of different things to various people" (Danna & Griffin, 1999; Wright & Huang, 2012, p. 1188). According to Diener, Suh, Lucas, and Smith (1999), p. 213, employee well-being "refers to people's evaluations of their lives" or, in a broader sense, "all the components that are significant to how we think about and experience our lives" (Diener, Suh, Lucas, and Smith, 1999). (Rath & Harter, 2010, p. 137). In addition to these principles, a significant amount of study has been put into explaining the many different aspects of well-being. In spite of the fact that many conceptual frameworks have been developed (for example, Danna and Griffin, 1999; Page and Vella-Brodrick, 2009; Zheng et al., 2015), the majority of HRM research has concentrated on the three dimensions that were proposed by Grant et al. (2007), namely enjoyment, health, and social well-being (Clinton and Van Veldhoven, 2012; Van de Voorde et al., 2012). Characteristics such as job satisfaction and emotional connection to the organization are examples of how the actions of individuals can have an effect on an individual's level of pleasure and well-being (Grant et al., 2007; Van de Voorde et al., 2012; Peccei et al., 2013). The health aspect tackles both the physical and mental health issues that are related with strain, such as anxiety, illness, and exhaustion (Grant et al.,

2007; Van de Voorde et al., 2012). Last but not least, the concept of social well-being in the workplace refers to elements of interaction such as trust in others, aid from peers, and fairness (Grant et al., 2007). In a narrow sense, the concept of "employee pleasure" can be reduced to a single factor, such as "work satisfaction" (Cropanzano & Wright, 2001; Grant et al., 2007). Peccei and Van de Voorde's (2019) HRM-WB-IOP model is being used in this investigation to determine how well-being is related to job satisfaction. The experience that an individual has of having made progress and achieving their goals while at work is referred to as job satisfaction. It is often considered to have a strong relationship with production as well as with personal satisfaction. Work satisfaction can be defined as the experience of carrying out a job that you enjoy, doing it to a satisfactory level, and being compensated appropriately for your efforts. Passion and contentment with one's work can also contribute to a worker's level of engagement in his or her employment. According to Kaliski (2007), having a job that you enjoy doing is one of the most important factors in achieving job recognition, increased income, professional growth, and other goals that contribute to a sense of fulfillment.

2.3 Human Resource Practices and Job Satisfaction

Human resource management practices are critical to attaining organizational objectives and retaining a market edge. Human resource management practices are operations within an organization aimed at managing a pool of human resources and ensuring that those resources are employed to meet the organization's objectives (Schuler and Jackson, 1987). Human resource management techniques are the activities, regulations, and practices that involve the planning, acquiring, training, utilizing, evaluating, sustaining, and keeping the proper quantity and range of skills to fulfill the organizational mission in the internal environment of the organization (Appelbaum 2001). Firms are currently competing by implementing distinctive human resource management methods, and as a consequence of globalization, they are implementing the most current human resource management strategies to meet organizational goals. Effective HRM

practices benefit both the individuals and the organization; they play a significant part in the organization's positive growth.

Employees' job satisfaction arises from the reconciliation and summarization of the many specific likes and dislikes linked with a job. The level of job satisfaction for the employee is the amount of work motivation. Job satisfaction is an important indication of how workers' employees view and defines how pleased they are with their work. Employee work satisfaction is also linked to organizational productivity. Worker work happiness is critical to a company's success. High levels of employee satisfaction in an organization are closely associated with lower staff turnover. As a result, ensuring employee work satisfaction should be a top concern for any company. According to Bogdanova et al. (2008), HR practitioners strive to develop and distribute human capital in the most effective way possible in order to achieve long-term objectives; they provide them with numerous benefits and supportive culture in order to boost employee motivation, job satisfaction, and productivity. Human resource management (HRM) methods and employee job satisfaction, according to Gurbuz (2009), have several substantial benefits for the organization in order to stay competitive. HRM practices are a means of providing pleasure to employees depending on their productivity in many areas (Bekru et al., 2017; Ting, 1997). Furthermore, many academics say that good human resource management methods boost employee happiness at all levels of a firm, resulting in increased productivity. Gould-Williams (2003) investigated the unique people management methods of local government organizations in the United Kingdom (UK). According to their research, HR policies promote workplace trust, dedication, engagement, and productivity, allowing the company to achieve its goals.

Iqbal et al. (2011) compared HRM practices among managers at Pakistani public and private universities. Human resource management strategies in public and private universities differ significantly, according to the study. Public universities have better HRM procedures than private universities in terms of position identification, training and

development, compensation, teamwork, and employee participation. Furthermore, the study discovered that performance rating processes in private universities were superior to those in state universities. Awang et al (2010) looked at the impact of work satisfaction on university professors' commitment to academic activities. It also looked into the elements that influence job satisfaction, such as promotion chances, remuneration, work environment, workload, relationships with coworkers, and management style. Promotion chances, workload, and relationships with coworkers all have a substantial impact on teachers' job happiness, according to the study.

2.3.1 Training and Job Satisfaction

Human resource management has long recognized training as an important component of human resource operations. Training is a human resource technique that, when carefully planned and managed, may give firms a competitive edge (Schuler and MacMillan, 1984). This element has been implemented into a company's high-performance HRM procedures (Huselid, 1995; MacDuffie, 1995). Training, based on the research of Tsai and Tai (2003), is one significant technique to assist an individual employee in acquiring the new skills and knowledge necessary to sustain standard performance in a competitive, changing environment. Indeed, the extent to which personnel receives training for their professional development determines an organization's success (Martin, Pate, and McGoldrick, 1999). Training, in fact, improves and broadens talents while also guiding and supporting people in achieving long-term career growth and competence at work (Pare and Trembley, 2000; Liu, 2004). Training has been regarded as one of the most essential components of personnel management practices in the academic setting since it has a considerable impact on employee job satisfaction, which might influence their performance (Grace and Khalsa, 2003; Rosser, 2004). More training, according to academics, boosts employee happiness and makes them more inclined to stay with a company for a longer period of time (Chang, 1999).

2.3.2 Promotion and Job Satisfaction

Several factors affect job satisfaction. Promotions are an essential aspect of a worker's career. A substantial increase in an employee's remuneration or wage has a substantial impact on their employment (Brown and Michelle,2001). Various institutions and organizations use promotion as an incentive for their employees' strong performance, thereby increasing their efforts. It may be the only viable kind of compensation for workers who place a premium on progress. In 2000, Lazear et al. stated, "Promotion is the Transfer of an Employee to a Position with Greater Importance and Compensation" (page 61). In 1986, a promotion was defined as an upward development of personnel in organizational procedures, which frequently results in higher responsibilities and positions, as well as a better pay raise. In 2005, McCausland et al. defined promotion as "the reassignment of an employee to a higher work rank" (page 59). There is a positive and substantial association between job satisfaction and promotion opportunities, according to a number of scholars who feel that job satisfaction is significantly linked to promotion prospects (McCausland et al., 2005). The positive correlation between promotion and job satisfaction contributes to the fair views of workers. A promotion is a significant feature of a worker's career that influences other areas of their work experience. They are an essential part of labor mobility for workers, with the vast majority resulting in a substantial wage gain (Miceli et al., 2000). Pay satisfaction and job security satisfaction are the most relevant categories of job satisfaction for predicting future quits, although promotion satisfaction is not a significant factor (Moen et al., 2005). Using cross-sectional data, discontent with training and advancement opportunities is significantly more driven by reasons for leaving than discontent with workload or salary. Few research examines the relationship between promotions and overall job satisfaction (Oettinger et al., 2001). Focusing on promotion satisfaction, only a tiny fraction of managers evaluate the effect of promotions on employee satisfaction. Managers who have been promoted are

satisfied with their promotion opportunities and have more aspirations for future advancement (Paarsch et al., 2000).

2.3.3 Information Sharing and Job Satisfaction

Because job happiness is associated with organizational commitment (Karatepe and Tekinkus, 2006), and organizational commitment is linked to information sharing (Jacobs and Roodt, 2007), it follows that job satisfaction can be linked to information sharing (Rehman, Mahmood, Salleh, and Amin, 2010). Workers who participate more actively in the decision-making process report higher levels of job satisfaction and output (Tremblay, Sire, and Dalkin, 2000; Witt, Andrews, and Kacmar, 2000). Work satisfaction has a positive influence on a person's attitude, behavior, and motivation because people who do well are more willing and eager to make sacrifices, acquire knowledge, and contribute to the creation of a system that makes the community more efficient (Hollingshead, 2000; Salancik and Pfeffer, 1977). As a result, work satisfaction has a positive influence on how people behave. It is important for businesses to cultivate positive corporate cultures and an atmosphere of trust among their staff members in order to increase the willingness of employees to share information across teams (Inkpen and Tsang, 2005). It is already commonly known that one of the motivating factors that influences information sharing is contentment in one's job (Ismail, Nor, and Marjani, 2009; Ismail and Yusof, 2008; Lin, 2007; Borgatti and Cross, 2003). Positive experiences lead to increased information exchange, which in turn results in improved team performance (Engstrom, 2003). Individual workers and members of the team who enjoy their work are more likely to share information in a positive environment, according to research published in Engstrom (2003). (Ismail, Nor., and Marjani, 2009; Ismail and Yusof, 2008). The vast majority of the currently available research that is pertinent center its attention on multinational corporations and joint ventures, with a particular emphasis on numerous data variables including payment systems and organizational culture (Hawamdeh, 2005; Gupta and Govindarajan, 2000b; Simonin, 1999). On the other hand, only a limited amount of

research has been done to investigate the national cultural factors that affect the flow of information (Hutchins and Mihailova, 2004; Ford and Chan, 2003).

2.4 Mediating role of Job satisfaction between HRM practices and employee role performance

The level of work satisfaction has a beneficial effect on employee performance by increasing employee loyalty, productivity, loyalty, and engagement while reducing employee turnover, accidents, complaints, tardiness, and absenteeism (Rothenberg et al., 2017). By fulfilling its mediating role, well-being at work contributes to employee productivity (Khan et al., 2016). In order to improve employee productivity, companies conduct various human resource activities such as bonuses, coaching, recruiting, promotion, and information sharing; however, if employees are dissatisfied, their productivity will decrease. In this regard, Koedel et al., (2017) believed that human resource practices are an area of job satisfaction that encourages employees to improve their performance.

In this regard, it is necessary for job managers to emphasize the manner in which practical suggestions are implemented to ensure satisfaction, which leads employees to put considerable amounts of effort into their work. Numerous studies are reported that suggest a positive correlation exists between human resources and performance through the level of job satisfaction in different domains, exploring job satisfaction as a mediator among human resource outcomes and other outcomes, rather than performance (Khan et al., 2016; Nabi et al., 2017).

There is an assumption that sound HRM practices will most probably contribute to higher employee job satisfaction and vice versa (Alusa & Kariuki, 2015; Kehoe and Wright, 2013). From one perspective, job satisfaction has a beneficial effect on employee productivity and performance (Judge et al., 2001). This study addressed job satisfaction as a facilitating factor in uncovering the relationship between HR practices and staff performance. The rationale is as follows: academics have proven that HR work practices

are linked with job satisfaction scores (e.g., Goyal & Shrivastava, 2012), and it has subsequently been demonstrably shown that performance satisfaction scores lead to improved employee performance and effectiveness (e.g., Judge & Bono, 2001; Nadarajah et al., 2012). By combining these strands within a single study, it appears feasible to suggest a mediated correlation between job satisfaction and the relationship between HR practices and performance improvement efforts (Kehoe and Wright, 2013). Thus:

H2a: Job satisfaction is a mediator between training and role performance.

H2b: Job satisfaction is a mediator between promotion and role performance.

H2c: Job satisfaction is a mediator between information sharing and role performance.

2.5 HRM practices and Role performance

Revision of empirical studies' literature mostly showed that there is a tight relationship between human resource management practices and role performance (Gerhart et al., 1992; Haddock-Millar et al., 2016), with these works being researched in several industries and in several countries, and greater amount of them presents that there is a significant relationship between human resource management practices and role performance as Tabiu and Nura (2013) concluded in their work. Thus, to enable the organization to attain its objectives, human resource practices offer one of the main roles for increasing employee productivity. As a result, based on Hassan (2016) an organization should view human resource strategies as a critical means of attaining its objectives via employee conduct. HRM as a staff framework has been examined in 104 research studies, according to Beauceli et al. (2005). Human resource strategies involve seven variables that improve employee effectiveness. Salary, training and development, job research, community support, recruiting, promotion, employee empowerment, and information sharing are some of these factors (Delery & Doty, 1996; Nataraja & Alamri, 2016). As a consequence, the business strives to recruit the proper individuals with the abilities and

competencies to produce a decent setting using these factors (Cania, 2014; Pfeffer & Villeneuve, 1994). Every organization's executive must apply HR practices correctly, as the effectiveness of HR practices is dependent on how they are applied. Consequently, executives must pay close attention while implementing human resource management strategies in order to prevent making a mistake that might lead to failure (Guest, 2011, 2017). There is a substantial number of empirical studies on the relationship between human resource strategies and role performance in a variety of sectors (Korde & Laghate, 2015; Shakeel & Lodhi, 2015). As it was mentioned before, the research was conducted at Suleyman Demirel University. Consequently, only particular HRM practices such as training, promotion, and information sharing were chosen for the measurement of HRM practices. From the above literature following hypothesis is deduced:

H1a: There is a positive relationship between training and role performance.

H1b: There is a positive relationship between promotion and role performance.

H1c: There is a positive relationship between information sharing and role performance.

3. METHODOLOGY

Given research work used the quantitative research method for the data collection and analysis, based on the HRM-WB-IOP model. Since the aim of the work was to identify the effect of HRM practices on the role performance of the Suleyman Demirel University (SDU) employees, the questionnaire was distributed among the workforce of SDU.

As already noted, the HRM-WB-IOP model by Van de Voorde and Peccei (2019) was used in the given dissertation work. Examples of functions that fall under the category of human resource management include training and development, employee rewards and promotions, job analysis, information sharing, employee connections, employee empowerment, and social assistance. To achieve a high level of worker satisfaction as well as high levels of productivity, each of these best practices ought to be put into effect (Albrecht et al., 2015; Dessler, 2006; Majumder & Hossain, 2012). Because Suleyman Demirel University was chosen as a sample for this research, only specific HRM techniques applied in this organization are analyzed. They are training, promotion, and information sharing. The questionnaire for these components was retrieved from the previous works of Takeuchi (2003), Wickramasinghe and Samarasinghe (2016), and Wright et al (2001) respectively. According to Cropanzano and Wright (2001), Grant et al. (2007) well-being is limited to a single dimension, such as job satisfaction. By holding up those statements it was decided to estimate well-being through job satisfaction. The questionnaire for the measurement of job satisfaction was taken from the work of Zheng et al (2015). The last component, role performance, was assessed through the questions by Griffin et al (2007). The survey, in its entirety, is made up of 20 questions, each of which was validated individually. On the basis of the Likert scale, the responses were categorized as "strongly agree," "agree," "undecided," "disagree," and "strongly disagree," with a numeric designation of "5", "4", "3", "2," and "1" for each of the five categories, respectively.

In April of 2022, the questionnaire that was given to employees was made using the Google Forms application, and it was then distributed to those employees. According to research done by Hair, Ringle, Sarstedt, and Hult (2016), the minimal number of respondents is established based on the following criteria: 1) It needs to be ten times larger than the largest number of indicators for each construct, or 2) It needs to be ten times larger than the most paths that a given latent variable receives. Because the latent variable "Job satisfaction" has the greatest number of indicators, which is 7, the first technique suggests that the minimal sample size for the stated study work should be 70 (7 multiplied by 10). The sample size for the second approach must be more than 30. (3 times 10). This was discovered once more through the variable "Job Satisfaction," which has the most structural routes and is equal to 3. Following the calculations above, a minimum sample size of 70 was chosen for PLS-SEM use, implying that the minimum number of respondents should be no less than 70. By using the convenient sampling method, the survey was sent to 312 people who are working at SDU. However, only 109 responses were retrieved from the employees.

In the given dissertation work, structural equational modeling, further referred to as SEM, was used to analyze the data. The SEM approach aids in the implementation of multiple variable simultaneous analysis. CB-SEM and PLS-SEM are two different types of SEM. The CB-SEM approach is primarily used to determine if a theory should be accepted or rejected. PLS-SEM is typically used in exploratory research, according to Hair et al. (2016). As a result, the PLS-SEM approach was chosen for our study. Hair et al. outline all techniques and stages (2016). According to the authors, the model's evaluation is divided into two parts: structural evaluation and measurement model evaluation.

4. RESULTS

4.1 Sample Characterization

As stated in Table 4.1.1, the cleared sample of 100 respondents was characterized by the following variables: gender, age, working category, and department.

Table 4.1.1

<i>Sample characterization</i>		
Variable	Category	%
Gender	Female	63%
	Male	37%
Age	20 - 30	52%
	31 - 40	33%
	41 - 50	15%
Working category	Admin Staff	26%
	Teaching Staff	74%
Department	Faculty of Law and Social Sciences	9%
	Faculty of Education and Humanities Sciences	22%
	Faculty of Engineering and Natural Sciences	26%
	Business School	17%
	Center of Multidisciplinary Education	10%
	Other	16%

Note 1: prepared by authors.

According to the final sample, 63% of respondents are female and 37% are male. The majority of the employees, who have taken part in the survey, are aged between 20-30, which forms 52% of all respondents. Then comes people aged between 31-40, and 41-50 with 33% and 15% respectively. Based on the working category, it can be stated that 26% of the respondents work in the administrative staff, and the remaining 74% are in the teaching staff. Most of the employees were from the Faculty of Engineering and Natural Sciences with 26 percent. 22% of employees were from the Faculty of Education and Humanities Sciences. The respondents from the Business School, Center of Multidisciplinary Education (MDE), and Faculty of Law and Social Sciences formed 17%, 10%, and 9% respectively. Other employees were from different departments such

as Human Resources (HR), Library, Science department, Student service department, and Center for professional development and innovation (CPDI).

4.2 Evaluation of the measurement model

As part of the measurement model evaluation, the outcomes of items such as simple reliability (Cronbach's Alpha), discriminant validity, outer loadings, average variance extracted (AVE), and composite reliability were assessed to see how well the theory fits the data.

First of all, the results of outer loadings were checked. Since all indicators had measurements higher than 0.5, none of them were extracted. The results of the composite reliability, the average variance extracted (AVE), and the simple reliability is presented in Table 2. According to Hair et al. (2016), simple reliability examines the intercorrelations between indicators of the construct and provides an indication of the reliability of measurement models. All of the values that were exhibited for Cronbach's Alpha were greater than 0.60, hence this statistic is judged to be appropriate. Due to the fact that they are more than 0.60, the values that were found for composite reliability can be construed as being internally consistent. According to the definition provided by Hair et al. (2016), convergent validity, which is assessed by AVE, indicates the degree to which indicators of the same latent variable have a positive association with one another. The findings are summarized in Table 4.2.1, and it can be seen that all of the AVE values are adequate because they are greater than 0.50.

Table 4.2.1

Simple reliability (Cronbach's Alpha), composite reliability, and convergent validity (AVE)

Construct	Simple Reliability	Composite Reliability	Average Variance Extracted (AVE)
Information Sharing	0.601	0.789	0.652
Job Satisfaction	0.899	0.921	0.624
Promotion	0.908	0.941	0.843
Role Performance	0.881	0.918	0.737
Training	0.786	0.871	0.692

Note 1: prepared by the author.

In the course of the research, the discriminant validity was determined by two distinct methodologies: the Fornell-Larcker method and the Heterotrait-Monotrait ratio (HTMT). A single latent variable's correlation with other constructs must be lower than the square root of the average variance extracted from that construct to meet the Fornell-Larcker criterion's requirements (Hair et al., 2016). In the case at hand, each of them was evaluated and every result as having met expectations. See Table 4.2.2. One more requirement is that the sum of the values in the HTMT correlation matrix must be less than or equal to 0.90. (Hair et al., 2016). The findings that were obtained are satisfactory given that they are less than 0.90. See Table 4.2.3.

Table 4.2.2

Fornell-Larcker criterion

	Information sharing	Job satisfaction	Promotion	Role performance	Training
Information sharing	0.807				
Job satisfaction	0.540	0.790			
Promotion	0.519	0.663	0.918		
Role performance	0.468	0.698	0.455	0.859	
Training	0.436	0.585	0.700	0.423	0.832

Note 1: prepared by the author.

Table 4.2.3

Heterotrait-Monotrait ratio (HTMT)

	Information sharing	Job satisfaction	Promotion	Role performance	Training
Information sharing					
Job satisfaction	0.821				
Promotion	0.783	0.723			
Role performance	0.722	0.774	0.488		
Training	0.699	0.660	0.824	0.475	

Note 1: prepared by the author.

The measurement model was examined to determine whether or not it exhibited collinearity using the variance inflation factor (VIF). In a regression model, collinearity can occur if the independent variables have a strong correlation (Hair et al., 2016).

Because the VIF values were lower than 5.0 and the tolerance values were higher than 0.20, it was determined that there were no linearity problems between the constructs.

4.3 Evaluation of the structural model

The evaluation of the structural component of the SEM is the second stage of the SEM analysis process. This stage estimates the overall model as well as the links between the constructs (Hair et al., 2016). Within the context of the structural model, consideration will be given to assessing the relevance and importance of the correlations shown in Table 4.3.1. The PLS Algorithm was used to arrive at the conclusions regarding the path coefficients.

Table 4.3.1

<i>Structural Relationship</i>					
Structural Relationship	P value	Significance			Label
Information sharing → Role Performance	0.037	***	H1C		Rejected
Training → Role Performance	0.019	***	H1A		Rejected
Promotion → Role Performance	0.042	***	H1B		Rejected
Information sharing → Job Satisfaction → Role Performance	0.015	***	H2C		Accepted
Training → Job Satisfaction → Role Performance	0.010	**	H2A		Accepted
Promotion → Job Satisfaction → Role Performance	0.014	***	H2B		Accepted

Note 1: ****p > 0.05 (NS - Not Significant); ***p ≤ 0.05; **p ≤ 0.01; *p ≤ 0.001

Note 2: created by the author

In the end, the coefficient of determination, also known as R², was discovered. The R² value is an indicator of the predictive capacity of the model. It represents the extent to which the dependent (endogenous) variable is influenced by the independent (exogenous) variables (Hair et al., 2016). The variation of the "Job satisfaction" construct may be explained for 51% of its total variance by the previous independent variables. whereas the variance of "Role Performance" can be explained by the factors that came before it for 50%. See Figure 4.3.1.

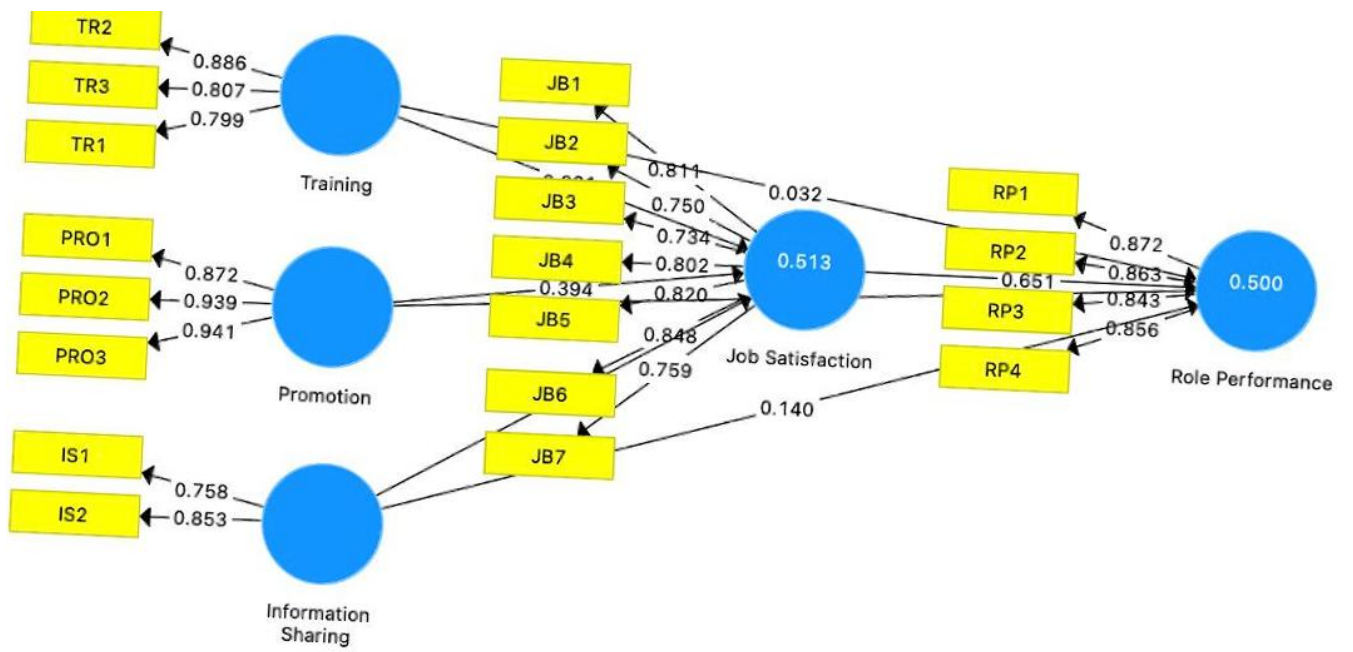


Figure 4.3.1. Theoretical Model with beta coefficients and R²

5. THEORETICAL DISCUSSION AND MANAGERIAL IMPLICATIONS

The aim of the study is to determine the effect of HRM practices on the role performance of employees of Suleyman Demirel University. Since there is a specific quantity of HRM practices in the organization, only training, promotion, and information sharing were used for the measurement of the HRM practices. The relation between HRM practices and role performance was analyzed in two ways, which are the direct relation, and indirect through the job satisfaction.

According to the results of the p-value, hypotheses 1A, 1B, and 1C were accepted. From the retrieved results it can be stated that there is a significant relationship between HRM practices and role performance. More specifically training, promotion, and information sharing practices organized by the Suleyman Demirel University influence its employees' role performance. The link between HRM practices and job performance has been established in the majority of earlier studies as well (Boxall & Purcell, 2008; Guest, 1997; Wright & Gardner, 2003). Human resource practices and performance are linked in empirical research, which is regarded to constitute rich literature. Many of these studies have been done across numerous industries and nations, and the majority of them show a positive correlation between human resource practices and employee performance (Tabiu & Nura, 2013). As a result, procedures relating to human resources, in our case training, promotion, and information sharing play an essential part in elevating the performance of employees of Suleyman Demirel University, which ultimately results in the organization's accomplishment of its objectives.

Additionally, hypotheses 2A, 2B, and 2C, which declare that job satisfaction plays as a mediator between HRM practices and role performance, were accepted. Based on that results it can be stated that HRM practices have an indirect influence on the role performance through the job satisfaction. Similar results were obtained in the other research works too (Boxall and Macky, 2009; Guest, 2017). It means as the workers of

the SDU will be satisfied with their job, so more they will increase their role performance at work. However, it should be also noted that if employees' job satisfaction will be decreased it can decline their role performance too.

6. FUTURE RESEARCH, LIMITATIONS, AND FINAL REMARKS

Even though the majority of the research works identified the significant direct and indirect relationship between HRM practices and role performance, the results may differ from one organization to another organization. In the given research work the HRM-WB-IOP model was tested at Suleyman Demirel University. Since only one university was taken into the account it cannot fully reflect all universities' HRM states in Kazakhstan. It is recommended to hold similar research works at various universities and compare them in order to find out the role of the HRM practices at universities. Through such types of research works, new HRM practices, which can increase the positive influence on role performance, can be found and used.

In the case of Suleyman Demirel University, future research can be done in different departments separately. The employees of SDU are mainly divided into two categories: administrative staff and teaching staff. At some points training methods, and promotion requirements vary from one category to another. Due to that fact, each department can make a survey and determine what specifically affects the job satisfaction and performance of their workers. As given research work focused on SDU as a whole, some challenges of departments may not be represented. Moreover, if such surveys will be organized in each department separately, some new HRM practices might be added.

As a final point, in the given research work the influence of HRM practices such as training, promotion, and information sharing on the role performance of Suleyman Demirel University's employees was analyzed through the HRM-WB-IOP model by Peccei and Van de Voorde (2019). According to the retrieved results, the HRM practices at SDU have both indirect, through job satisfaction, and direct impact on the employees' role performance. Based on the results it can be briefly stated that the HR department of the Suleyman Demirel University can control the role performance of its employees through the job satisfaction and HRM practices, which they organize for its workers. In

future research works, the factors which have an influence on job satisfaction can be investigated in order to increase the performance of the employees. Moreover, new and effective HRM practices can be appropriately implemented, since a significant relationship between HRM practices and performance is found.

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