

# Impact of Employee Oriented Managerial Practices on the Performance Management System – Mediation of Employees Behaviour

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## Abstract

Reports from Syria, Middle East and North Africa area (MENA) in different domains such as manufacturing industries, claimed that employees' measures such as performance are in low level. Scholars stated that the relations between managerial practices, employees' behaviour, and the effectiveness of PMS were not studied well and still need more investigation. Therefore, this study aimed to examine the relationship between employee oriented organisational managerial practices (Such as empowerment, and compensation) and effectiveness of performance management system (PMS) through employees' behaviour as a mediator among academics of Universities in Syria. The proposed model has five employee focused HRM practices that have relations towards employees' behaviour and PMS system. The study design is following scientific approach; therefore it is deductive, quantitative, and exploratory research. The population of this analysis is academic related employees in Syrian Universities (estimated as 9000). They are allocated in 30 universities, which belong to two different sub-groups (public and private) and the data has been collected from 10 universities to collect a sample of 368. The main tool for data collection is a well-structured questionnaire that adapted from previous studies. The results revealed that the five antecedents have a significant impact in the employee behaviour with path coefficient of 0.351 for respect and recognition, 0.184 for compensation, 0.156 for empowerment, -0.132 for stress and workload, and 0.099 for job suitability. Employee behaviour has a significant impact with impact of 0.378 on the PMS; however only two antecedents have a direct impact on the PMS, which have path coefficient of 0.173 for respect and recognition, and 0.119 for job suitability.

**Keywords:** Empowerment, Compensation, Stress and Workload, Job Suitability, Respect and Recognition, Employees behaviour, Performance Management System

## I. Introduction

Employees' job patterns such as commitment, satisfaction, engagement, and performance are claimed to be in low level in different developing countries such as Syria. Additional reports from Syria and MENA area in different domains such as manufacturing industries, claimed that employees' behaviour, and performance are in low level (Al Adresi & Darun, 2017). Milana (2018) found that satisfaction among employees of public sector - Syrian General Establishment for Insurance is below 50% and their perception of the HRM practices are between 50% and 60% (Milana, 2018). Khalil (2017) found that Satisfaction is also at 52% and other management

practices such as task, autonomy, feedback, and skills are evaluated as 48% to 55% among employees of public radio station in Damascus-Syria (Khalil, 2017). Scholars stated that the relations between managerial practices, employees' behaviour, and the effectiveness of PMS were not studied well and still need more investigation (Sahi, 2017). In addition, creating and sustaining employee's pattern includes behaviour, satisfaction and engagement with employees is an ongoing challenge for organizations; establishing employee organizational commitment represents a significant additional challenge (De Vito, Brown, Bannister, Cianci, & Mujtaba, 2018). Engaged, satisfied, and committed employees constitute a highly productive workforce that is coveted by management (Khalif, Ibrahim, & Szabó, 2017).

Lee and his colleagues suggested that the high levels of senior leadership retirements expected in the coming years raises significant concern regarding the quality and delivery of services from businesses (Lee, Hom, Eberly, & Li, 2017). Organizational structure, work experiences, characteristics of the work, and the relationships established between management and colleagues influence behaviour, satisfaction, and other related qualities. Employees with excellent behaviour to produce outstanding results, such as increased profitability and improved productivity, so this commitment is of strategic importance for organizations (Zhao, Ghiselli, Law, & Ma, 2016). Employees are the fundamental source of value creation for a firm, particularly in knowledge-based industries such as accounting. By keeping employees engaged, satisfied, and committed, accounting firms do not have to be concerned about employees leaving the organization (Lu, Lu, Gursoy, & Neale, 2016; Zhao et al., 2016). In the contemporary world of today, education is broadly established to be the leading instrument for promoting economic growth (Longworth, 2019), for Arab region, education is very particular if the continent has any hope to swim out of poverty (Bloom, Canning & Chan, 2016) and for Syria, education becomes inevitable for the country to survive and reclaim her lost glory being the Arab's prominent (in terms of population) and perhaps the one of the Arab's richest resourced country (World Bank, 2019). This study derived the problem statement from both the practical and theoretical perspectives. Series of reports and complaints from various individuals, groups and the media pointed out that despite all the alluring issues of significance regarding education as mentioned in the background of this study, the higher educational system in Syria in general is besieged with myriads of problems and public universities in particular are grossly underperforming (Kateb & Ramanathan, 2019). Many reasons could stand for that; however ineffective and inefficient performance management system (PMS) is one of the most noticeable reasons (Dalati & Alchach, 2018; Milton, 2019).

The performance management system (PMS) captures all the dimensions as elaborated by Pradhan and Chaudhury (2012) who highlighted that the dimensions should consider organizational objective, individual objective, performance development and employee satisfaction. Many scholars connect performance management system (PMS) with better organizational performances (Nduye, 2018), human resource management (Yu, Baird, & Tung, 2018), and employee attitude (Babaita, Kadiri, & Aliyu, 2016). These scholars have only focused on confirming that there is a link between human resource management and performance, without addressing the antecedents of PMS in detailed exploration. Therefore, this study used employee behaviour as a mediator to address how and why relationships exist between the study variables. Many studies suggested further researches to be conducted in emerging

countries like Syria (less developed); so generalization can only be done with caution (Tjahjadi, Soewarno, Astri, & Hariyati, 2019).

## II. Literature Review

### A. Conceptual Framework

The research framework of this particular study has determinates of empowerment, compensation, stress and workload, job suitability, respect and recognition that have a direct impact to effective PMS while employee behaviour is a mediator (As seen in Figure 1).

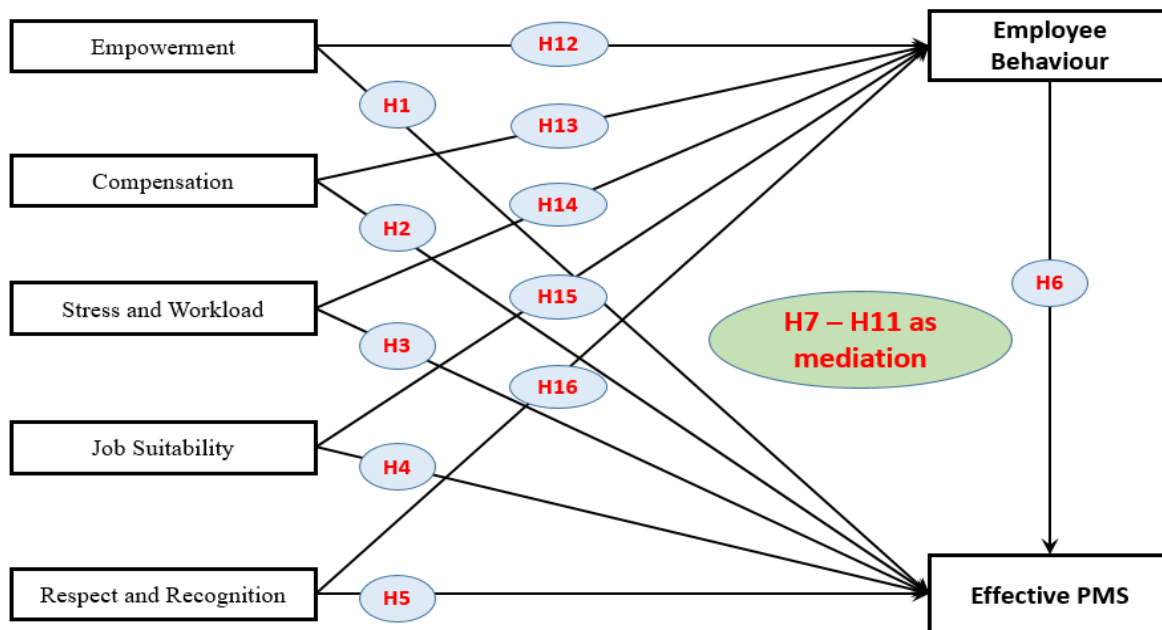


Figure 1: Research Framework

### B. Relationship between Empowerment, Effective PMS, and Employee Behaviour

Employee empowerment is defined as the ways in which organizations provide their employees with a certain degree of autonomy and control in their day-to-day activities (Block, P. 2016). A key principle of employee empowerment is providing employees the means for making important decisions and helping ensure those decisions are correct (Abualoush, S. H., Obeidat, A. M., Tarhini, A., & Al-Badi, A. 2018). High employee's empowerment will make the employee's work in a comfortable environment that enable them to do their tasks under assistance and not feeling afraid of doing mistakes everyday (they will be always supervised), (Hanaysha, J., & Tahir, P. R. 2016). On the other hand this kind of behaviour will lead to a positive behaviour that will lead to more effective performance management system at the end as stated by Yan, D., O'Brien, W., Hong, T., Feng, X., Gunay, H. B., Tahmasebi, F., & Mahdavi, A. (2015).

- H1: Empowerment has a significant effect on the effectiveness of organisation performance management system (PMS) in Higher education institutes - Syria.
- H12: Empowerment has a Direct Impact on Employee Behaviour in Higher Education Institutes - Syria.

### ***C. Relationship between Compensation, Effective PMS, and Employee Behavior***

Employees' compensation is playing an important role in making the workers more secured and comfortable in workplace, it makes a feel of safety and secured life, employees' fears will be less, beside the side of good reputation that the compensation system in the organizations creates. (Kee, L. B., bin Ahmad, R., & Abdullah, S. M. 2016). Creating such feel for the employees will lead them to be more effective, satisfied and engaged. At the end this will lead to more effective contribution by employees in the performance management process which will reflect a better PMS as stated by (Subekti, A., & Setyadi, D. 2016).

- H 2: Compensation has a Significant Total Effect at the Effectiveness of Organisation Performance Management System (PMS) in Higher Education Institutes – Syria.
- H13: Compensation has a Direct Impact on Employee Behavior in Higher Education Institutes – Syria.

### ***D. Relationship between stress and workload, Effective PMS, and Employee Behavior***

High workload and stress like long working hours, heavy workload and insecurity will lead to a bad and poor employees' performance beside causing a huge drop in their positive actions (Ekenabor, E. E. 2016). So negative employees' behavior will lead to a less corporation from employees in performance management system (Ewenstein, B., Hancock, B., & Komm, A. 2016).

- H3: Stress and Workload has A Significant Total Effect at the Effectiveness of Organisation Performance Management System (PMS) in Higher Education Institutes – Syria.
- H14: Stress and Workload has a Direct Impact on Employee Behavior in Higher Education Institutes – Syria.

### ***E. Relationship between job suitability and effective PMS***

Job suitability defined as the experience and core skills you possess to a given job (Cohen, T. R., Kim, Y., Jordan, K. P., & Panter, A. T. (2016). The researcher can understand from that the more the job is suitable and meet the experience and skills of the employees the positive the employee's behavior will be, as indicated by (Kuvaas, B. 2016) as well, and in return this will lead to a better and effective performance management system (PMS) as indicated by some studies such as (Laura Ricci, 2016).

- H4: Job Suitability has A Significant Total Effect at the Effectiveness of Organisation Performance Management System (PMS) in Higher Education Institutes – Syria.
- H15: Job Suitability has a Direct Impact on Employee Behavior in Higher Education Institutes – Syria.

### ***F. Relationship between respect and recognition and effective PMS***

Respect and recognition refer to the feeling of admiration and esteem that the employees feel after they done a work, as human being we like to feel worthy and respected (Sarapin, S. H., Christy, K., Lareau, L., Krakow, M., & Jensen, J. D. 2015). according to that the researcher expect that the more are the employees feel respected and fully recognized they will be more comfortable and feel happy and belonging to this environment, which will lead to a better employee's behavior and in the result a better performance management system as indicated in some studies like (Chen, J., Fang, Y., & Cho, Y. K. 2018).

- H5: Respect and Recognition has a Significant Total Effect at the Effectiveness of Organisation Performance Management System (PMS) in Higher Education Institutes – Syria.
- H16: Respect and Recognition has a Direct Impact on Employees' Performance in Higher Education Institutes – Syria.

### ***G. Relationship between employee behaviour and effective PMS***

Employee's behavior is employee's actions and reactions to a particular situation at workplace, its affected by work environment and work culture (Wilson, M. G., Dejoy, D. M., Vandenberg, R. J., Richardson, H. A., & Mcgrath, A. L. 2015). Employee's behavior could be positive or negative depends on the actions they are taking in workplace. Positive employees' behavior will lead to a better collaboration by the employee's in the performance management process, which will create better PMS as indicated by Audra Bianca, (2017). The research can conclude that a Positive employee's behavior will result in more accurate and effective performance management system.

- H6: Employee Behaviour has a Significant Direct Impact on the Effectiveness of Organisation Performance Management System (PMS) in higher education institutes – Syria.

### **III. Methodology**

The study are following the scientific approach methodology; therefore the study is deductive study, questionnaire based study, and based on systematic steps starts from setting hypotheses and continue till examining theses hypotheses. Deductive reasoning approach is the one used for the standard scientific method, where the researcher starts up with a theory followed by a testable hypothesis then design a proper tools and environment for observation and collecting data, and end up with discussing the findings for prove or disprove the theory (Hair et al., 2014). Sample size may be restricted to the sample size that is adequate to assess the proposed style and achieve the objectives. In other words, is a subset of the target population and is also known as the study population. It is from the accessible population that researchers draw their samples. Based on the recent (MOHE, 2018) statistics of employment in universities in Syria, the total population of academic related employees in all level is 9000 employees in the universities are allocated in Syria, the target sample size is calculated based on Morgan sampling method (Morgan and Kerjcie, 1970) and the proper sample size that fit with the population count is 368. This research used both SPSS software version 25 and SmartPLS 2.0/3.0 (Ringle et al., 2005).

### **IV. Findings**

#### ***A. Validity and Reliability of Constructs***

Outer loading and cross loading for every item is estimated to test it with its associated variable. Every item must have sufficient loading within its associated variable. Any loading above the threshold of 0.708 is sufficient and any loading below the threshold of 0.4 is inadequate. Any measure between 0.4 and 0.7 is suspected and can be deleted or kept based on the unique conditions for every study (Hair Jr et al., 2016; Hulland, 1999). The proposed design model with all the items have proper loading above 0.708 except one items, and those items is (EB4). The results of all the study main variables, which show an acceptable level of reliability. For

composite reliability, all the values are within the range between 0.899 and 0.943, which shows an adequate internal consistency. For Cronbach's Alpha reliability, the values are ranged from 0.855 to 0.924, which shows adequate level of internal consistency. All items of composite reliability are above 0.087, the highest value of the variables is job suitability (JY) which is showing a composite reliability of 0.943. On the other hand, all values of this study variables related to Cronbach's Alpha is above 0.708 and the highest value was for the variables 0.924 which is considered very high, and the rest is showing very good consistency.

Table 1: Constructs Reliability and Validity

construct	Item	Loading	AVE	Cronbach's alpha
Empowerment (ET)	ET1	0.797	0.899	0.860
	ET2	0.745		
	ET3	0.856		
	ET4	0.812		
	ET5	0.786		
Compensation (CN)	CN1	0.840	0.929	0.905
	CN2	0.823		
	CN3	0.895		
	CN4	0.828		
	CN5	0.870		
Stress and Workload (SW)	SW1	0.779	0.905	0.869
	SW2	0.825		
	SW3	0.803		
	SW4	0.801		
	SW5	0.839		
Job Suitability (JY)	JY1	0.829	0.943	0.924
	JY2	0.852		
	JY3	0.927		
	JY4	0.891		
	JY5	0.879		
Respect and Recognition (RR)	RR1	0.834	0.907	0.872
	RR2	0.869		
	RR3	0.751		
	RR4	0.724		
	RR5	0.881		
Employees behaviour (EB)	EB1	0.840	0.902	0.855
	EB2	0.837		
	EB3	0.820		
	EB4	x		
	EB5	0.843		
Effective (PMS)	PMS1	0.757	0.934	0.918
	PMS2	0.751		
	PMS3	0.743		
	PMS4	0.800		

construct	Item	Loading	AVE	Cronbach's alpha
	PMS5	0.826		
	PMS6	0.819		
	PMS7	0.852		
	PMS8	0.834		

The Fornell&Larcker criterion matrix. The matrix is a refined matrix of the latent variable's correlations. The test is successful if the value in the diagonal is higher than any other value within the crossed column and row. Job suitability (JY) has the value of 0.876, which is higher than all the other scores within the shared column and row. The rest of the study's variables have a good adequate level of the discriminant validity. In order to make a better discriminant validity, we do a cross loading which means that the constructs must have a proper and higher loading in its associated construct than any other loading in any foreign variable.

Table 2: Discriminant validity – Fornell-Larcker Criterion

	CN	EB	ET	JY	PMS	RR	SW
Compensation (CN)	0.852						
Employee Behaviour (EB)	0.435	0.835					
Empowerment (ET)	0.362	0.492	0.800				
Job Suitability (JY)	0.284	0.446	0.403	0.876			
Effective PMS (PMS)	0.370	0.686	0.396	0.430	0.799		
Respect and Recognition (RR)	0.275	0.631	0.387	0.378	0.560	0.814	
Stress and Workload (SW)	-0.086	- 0.249	- 0.149	- 0.051	- 0.185	- 0.112	0.810

### B. Relationships Examinations and Discussions

The predictive power and predictive relevance of the endogenous latent variables, effective PMS (PMS). In addition, the relational model estimates of the research proposed model. Results of the main dependent variable, effective PMS (PMS), illustrate a moderate predictive power and a large predictive relevance the related R square value is 0.594 (a power of 59.4%) and the related Q square is 0.369 (a relevance of 36.9%), so that the prediction constructs related to the variable can explain more 59.1% of the effective PMS (PMS) variance.

Table 3: Predictive Power and Predictive Relevance of Proposed Model

	Predictive Power		Predictive Relevance	
	R Square	Status	Q Square	Status
Performance Management System	0.594	moderate	0.369	Large

Testing the hypothesis of the study is essential and only can be acquired by estimating the path coefficient values of the different relation within the model. P-values and T-statistics is the common used techniques to tests the significance of a relation; T-statistics is the significance of path coefficient and P-value is significant level or probability estimate value. In addition, path

coefficient is calculated to reveal the extent level of the relation. As Hair et al. (2016), the rule of thumbs for assessing the values is: For P-value (probability estimate value), the most common used threshold in psychological research is 0.05 (5%). However, some studies can use the level of 0.01 (1%) or 0.1 (10%). For T statistics, any value above 1.96 is significant with a two-tailed test or any value above 0.1.65 is significant with a one-tailed test. The path coefficient assessment with the values of T Statistics, first of all analysed a sixteen relationship whereby three hypotheses were rejected and the rest were accepted. The rejected hypotheses were for the following relationships (CN → PMS) with a Path Coefficient of 0.034, (ET → PMS) with a Path Coefficient of -0.015, (SW → PMS) with a Path Coefficient of -0.027 and the rest of the variables were accepted with good with a Path Coefficient and a good P-value less than 0.05.

Table 4: Path Coefficient Assessment of the Study Variables

		Path Coefficient	Standard Deviation	T Statistics	P Value (one tailed)	Status
H1	ET → PMS	-0.015	0.046	0.268	0.789	Non-Significant
H2	CN → PMS	0.034	0.041	0.757	0.449	Non-Significant
H3	SW → PMS	-0.027	0.035	0.717	0.474	Non-Significant
H4	JY → PMS	0.119	0.042	2.834	0.005	Significant
H5	RR → PMS	0.173	0.043	3.945	0.000	Significant
H6	EB → PMS	0.378	0.052	7.398	0.000	Significant
H12	ET → EB	0.156	0.043	3.710	0.000	Significant
H13	CN → EB	0.184	0.038	4.845	0.000	Significant
H14	SW → EB	-0.132	0.034	3.895	0.000	Significant
H15	JY → EB	0.099	0.037	2.779	0.006	Significant
H16	RR → EB	0.351	0.038	9.137	0.000	Significant

The mediating role of employees behaviours in the relationship between the independent variables, effective PMS (PMS), empowerment (ET), compensation (CN), stress and workload (SW), job suitability (JY), and respect and recognition (RR). The dependant variable of organisation performance management system (PMS). Furthermore, the hypotheses with a full mediation role are three starting with first one which is employees behaviour mediates the relation to the effectiveness of organisation performance management system (PMS) through an indirect effect from empowerment in higher education institutes – Syria p-value is 0.789 and the Path Coefficient is -0.015, which indicated to non-significant effect, while the indirect effect shows p-value is 0.001 and the Path Coefficient is 0.059, which indicated to significant effect. Based on that the total effect of this relationship shows a p-value is 0.313 and the Path Coefficient is 0.044 which indicates to a full mediation status with positive impact. The second hypothesis states that employees behaviour mediates the relation to the effectiveness of organisation performance management system (PMS) through an indirect effect from compensation in higher education institutes – Syria the direct impact shows that p-value is 0.449 and the Path Coefficient is 0.034, which indicated to non-significant effect, while the indirect effect shows p-value is 0.000 and the Path Coefficient is 0.070, which indicated to significant effect and the total effect of this relationship shows a p-value is 0.017 and the Path Coefficient is -0.104 which indicates to a full mediation status with positive impact. The third hypothesis of full mediation states that employee's behaviour mediates the relation to the



effectiveness of organisation performance management system (PMS) through an indirect effect from stress and workload in higher education institutes – Syria the direct impact shows that p-value is 0.474 and the Path Coefficient is -0.027, which indicated to non-significant effect, while the indirect effect shows p-value is 0.001 and the Path Coefficient is -0.050, which indicated to significant effect. Based on that the total effect of this relationship shows a p-value is 0.037 and the Path Coefficient is 0.077 which indicates to a full mediation status with positive impact. On the other hand, the rest of the variables shows a partial mediation with a direct and indirect significant effect, and with a total effect of significant relations.

Table 5: Moderating effects of Awareness of smart government

		Direct Effect			Indirect Effect			Total Effect		Status (Mediation)
		P Coeff	P Value	Status	P Coeff	P Value	Status	P Coeff	P Value	
H7	ET → EB → PMS	-0.015	0.789	Non - Sig	0.059	0.001	Sig	0.044	0.313	Full mediation
H8	CN → EB → PMS	0.034	0.449	Non - Sig	0.070	0.000	Sig	0.104	0.017	Full mediation
H9	SW → EB → PMS	-0.027	0.474	Non - Sig	-0.050	0.001	Sig	0.077	0.037	Full mediation
H10	JY → EB → PMS	0.119	0.005	Sig	0.037	0.008	Sig	0.156	0.000	partial mediation
H11	RR → EB → PMS	0.173	0.000	Sig	0.132	0.000	Sig	0.305	0.000	partial mediation

## V. Contributions and Recommendations

This study proposed a developed model with new constructs and relations. While the model was assessed successfully, but further research is needed to assess the model in different environments. One of the constraints is the limited approach of implementation, which reduces the generalization, therefore replicating the same assessment education sectors/industries in other countries is recommended to get a better understanding and generalization. Another constraint is the participants' types and selection, employees in education sector, which reduce the generalization, therefore replicating the same assessment in other industries such as energy or other sector is recommended to get a better understanding and generalization. Recommendations are extended, to test the model and the instrument in other education sectors or even to test whether this model can be suitable for other education sectors. Simply, the recommendation is for testing the model in different scenarios and conditions to enhance the generalization of the theory. Further studies must focus in exploring, and examining additional factors, other than organisational accounting measures (Empowerment (ET) Compensation (CN) Stress and Workload (SW) Job Suitability (JY) Respect and Recognition (RR) Employees behaviour (EB) Effective (PMS)). From the quantitative analysis, managerial practices variable is not a direct determinate of PMS in education sector of Syria but it must go indirect through the employee's behaviour. While, this finding is rational result considering that good disclosure must be carried out in accordance with managerial practices clarifying the methods and method of

disclosure, but more qualitative research studies can be made using interviews to explain this result.

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