

Shatha Suleiman Abu-Mahfouz

**ORGANIZATIONAL BEHAVIOR
AND TRANSFORMATIONAL
LEADERSHIP**



ORGANIZATIONAL BEHAVIOR AND TRANSFORMATIONAL LEADERSHIP

Shatha Suleiman Abu-Mahfouz

名譽

良心

高貴

Meiyo
Honor

Ryoushin
Conscience

Kouki
Nobility

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In the Name of Allah, Most Gracious

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Shatha Suleiman Abu-Mahfouz

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PREFACE

Improving the performance of the employees in the construction sector is extremely important since the industry contributes significantly to the country's economy. Every year, a huge development fund is spent on the industry since it triggers other economic activities. However, the construction sector is still confronted with issues concerning the lack of a qualified workforce, human resource practices, leadership, employee commitment, and employee performance that slow down economic growth. As a result, many projects are being suspended and there are even occurrences of work closure. Consequently, this book provides an in-depth account of practices and techniques for enhancing employee performance for continuous improvement in the construction sector, particularly in the current globalized world.

In this insightful book, Dr. Shatha Suleiman Abu-Mahfouz has presented the construction of an inductive model, called the employee-directed transformational leadership model (EDTLM), which theoretically implied relationships among transformational leadership, human resource practices, employee commitment, and employee performance. The book had proven that employee commitment was one of the influencers of employee performance. It partially mediated the relationship between human resource management (HRM) practice and employee performance and fully mediated the relationship between transformational leadership and employee performance. The other influencers were human resource practice and transformational leadership.

This book presents the HRM practices, transformational leadership, employee commitment, and employee performance discourse in six chapters covering its definitions, practices, theories, dimensions, importance, analysis, and results. Numerous tables and figures are used along the way. The book could be used to guide the management team of construction companies to focus on the interrelationships among EDTLM constructs, their variables, and values to improve employee performance. The book is suitable for use by students in various fields of study, academics, researchers, managers, and policymakers alike.

Chapter 1 gives a comprehensive review of employee performance, its definition, descriptions, and the importance of employee performance in the construction sector.

Chapter 2 gives a review of HRM practices, their definition, dimensions, and the importance of HRM practices in the construction sector.

Chapter 3 gives a comprehensive definition of transformational leadership, its dimensions, and the importance of transformational leadership in the construction sector.

Chapter 4 gives a review of employee commitment, its definition, dimensions, and the importance of employee commitment in the construction sector.

Chapter 5 presents a review of organizational behavior, its theories/models, hypotheses development, the conceptual model, and organizational behavior in the construction industry.

Chapter 6 describes organizational behavior research, its methodology, analysis, finding, results, discussion, contributions, and conclusions.

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Finally, I thank you, the reader, for investing the time and effort to read and study this book. Thank you for using it.

Shatha Suleiman Abu-Mahfouz

ABOUT THE AUTHOR

Dr. Shatha Suleiman Abu-Mahfouz is a lecturer in human resource management (HRM) at ALFA University College. She received her Ph.D. degree in HRM. Prior to that, she had obtained a Bachelor's degree in computer information systems and a Master's of Business Administration (MBA) with honors. She has been an active member of various research teams at her university and has presented her work at international academic conferences. She has published many research articles in highly reputed academic journals and proceedings. She dedicates much of her time to teaching and supervising students' research and internship. She was the coordinator of her faculty's postgraduate degree programs and the representative of the university's research degrees committee.

INTRODUCTION

Improving the performance of the employees in the construction sector is extremely important since the industry contributes significantly to the country's economy. Every year, a huge development fund is spent on the industry since it triggers other economic activities. However, the construction sector is still confronted with issues concerning the lack of a qualified workforce, human resource practices, leadership, employee commitment, and employee performance that slow down economic growth. As a result, many projects are being suspended and there are even occurrences of work closure.

Employee performance is one of the most important factors that influence the general performance of any construction venture. Taking the case of Jordan, its construction industry has suffered from low employee performance (Al-Hazim et al., 2017; Bekr, 2018; Hiyassat et al., 2016; Mattarneh, 2015; Samarah & Bekr, 2016), as is obvious from frequent construction venture cost and delays invades (Al-Hazim et al., 2017; Bekr, 2018; Mattarneh, 2015; Samarah & Bekr, 2016). Odeh and Battaineh (2002) demonstrated that the major reason for construction delays lies in low employee performance. Besides that, Hiyassat et al. (2016) have highlighted the construction workforce, particularly unqualified workers or workers with little or no vocational training, as the most significant factor for low performance and productivity. Furthermore, other identified factors that influence the performance of the employees in the Jordanian construction industry are a lack of skilled workers and poor site management (Al-Rifai & Amoudi, 2016; Bekr, 2016).

On the internal level, Jordan suffers from a serious drawback, a weak business has very strong effects on the labor market, which leads to migration and duplication in the labor market, as job seekers with similar skills are offered different advantages; many skilled and educated Jordanians migrate to the Gulf Cooperation Countries and other countries, leaving mostly unskilled individuals in the country. Their migration reduces the educated and qualified population. Thus, the significant relationship between education and participation in the workforce has gradually weakened in Jordan, with mostly low-

skilled individuals and a relatively high proportion of individuals without higher education in the local workforce (The World Bank, 2016).

Moreover, global business is winding up increasingly aggressively with the rapid changes over the years, making it progressively flimsy and unusual. Apart from being more imaginative and creative, the development segment needs to find and keep up its upper hand by working on the employees themselves. This should be possible by concentrating on human resources management (HRM) practices in the management of human resource capital.

The effective execution of HRM practices provides a supportive environment for the employees, which is dependent on investments in the employees' skills (Kehoe & Wright, 2013), upgrading employees' learning, and employees' inspiration (Gope et al., 2018), for enhancing the employee performance and mutual efforts of the organization and its employees toward meaningful goals; these employees help in developing the organization (Wright et al., 2003; Kehoe & Wright, 2013). Therefore, HRM practices are essential methods for organizations to influence and shape the employees' abilities and behavior toward accomplishing the organizational objectives. The level of employees' competence, skills, ability, and pro-activeness is directly proportional to the level at which the organization can compete with others. As organizations are confronted with increased competition resulting from changes in technology, economic environments, globalization, etc.

Furthermore, proper HRM practices emphatically affect the extent of the employees' practices and commitment (Hashim et al., 2016). Likewise, Razzaq et al. (2017) expressed that more significant levels of commitment from the employees are emphatically correlated with actualizing suitable HRM practices. Hence, HRM practices represent a potential means of expanding employee commitment and company execution in competitive markets.

In this manner, HRM jobs portray the system that involves the supervisors' behaviors and actions in dealing with HR towards encouraging the production of exceptionally committed employees (Rubel et al., 2017). Along these lines, administrators should generally seek new strategies to expand the commitment of

employees since these strategies can positively affect the organization, including a lower level of turnover, higher competitiveness, and upgraded work performance (Fesharaki & Sehat, 2018).

Employee commitment is a record to show whether an organization grows or not under a leadership style that may be affected by the employees' work satisfaction, empowerment, and commitment (Agha et al., 2017). Thus, employee commitment is extremely important for leaders or managers to keep their workers driven and satisfied (Riaz et al., 2017). Employees who are satisfied with their workplace and are engaged with extra work obligations are liable to report higher work commitment. Employees who are dissatisfied with their business only complete the minimum workplace duties (Chen et al., 2006). As a result, those satisfied, happy, and committed employees exhibited higher job performance.

Moreover, organizational execution is profoundly reliant on the leaders and the performance of employees in an organization. Leadership strongly affects the frame of mind of employees towards their job. Leadership has turned into a critical action of the board to enhance the proficiency of employees, with the emphasis of an organization on the complementary relationship between the leader and employees to upgrade their performance (Zafar et al., 2018). In further, leaders set a tone that affects how employees feel towards their leader (Allen & Grisaffe, 2001). Employees can be highly dedicated under proper leadership styles (Riaz et al., 2011; Benggio, 2012). Meanwhile, the type of leadership style adopted in an organization influences employee commitment, so employees are progressively committed when they are reinforced by a suitable leadership style (Nyengane, 2007; Clark et al., 2009; Benggio, 2012; Riaz et al., 2011).

Considering that, the leadership style type affects the level of employees' commitment. The performance of employees is legitimately relative to the adequacy of the style of leadership. Through the power of planning, analysis, motivation, and comprehension, transformational leaders augment the mercury level of the employees' output (Iqbal et al., 2015). Transformational leadership has a positive and critical influence on the employees' job

performance because this type of leadership style focuses on the advancement of the fullest capability of employees and their motivation towards more noteworthy benefits over their own personal circumstances. Transformational leaders inspire their subordinates to achieve more by concentrating on their qualities and setting rules for them to adjust their qualities to the estimations of the organization (Givens, 2008). Transformational leaders urge their employees to achieve more than what may be anticipated of them, and they are propelled to give up their own enthusiasm to benefit the organization (Northouse, 2015). Transformational leadership gives further organizational dimensions and more elevated levels of commitment, execution, and ethical quality of both leaders and employees (Yahaya & Ebrahim, 2016). As a result, the extraordinary commitment that transformational leaders evoke in their followers may underlie their excellent performance (Bass & Riggio, 2006).

Subsequently, employee commitment is not just the execution of single parts or units of an organization but also includes the result of all connections occurring in the organization (Agha et al., 2017). Considering that, the degree of employee commitment can decide the execution of the employee (Ahmad et al., 2014). As highly committed employees consider that their organizations are worth working at and they are glad to work for these organizations (Alfalla-Luque et al., 2012).

Therefore, improving the performance of construction employees has become a significant issue in Jordan (Bekr, 2016; Hiyassat et al., 2016). Accordingly, the performance of Jordanian construction employees can be improved through the implementation of HRM practices specifically performance appraisal, training and development (Sweis et al., 2019), compensation (Shurrab et al., 2018) and rewards, recruitment, and selection, the leadership style specifically transformational leadership style, and committed employees. Consequently, the aims and objectives of the book are:

- 1) To investigate the relationship between HRM practices and employee performance.
- 2) To examine the relationship between transformational leadership and employee performance.

- 3) To measure the relationship between HRM practices and employee commitment.
- 4) To determine the relationship between transformational leadership and employee commitment.
- 5) To determine the impacts of employee commitment on employee performance.
- 6) To identify whether the presence of employee commitment mediates the relationship between HRM practices and employee performance.
- 7) To evaluate whether the presence of employee commitment mediates the relationship between transformational leadership and employee performance.

In summary, this study will not be exhaustive enough without investigating the mediating effect of employee commitment on the impact of HRM practices and transformational leadership style on employee performance among Jordanian building construction employees which has not been previously studied. Building construction companies need to realize how HRM practices, transformational leadership, and employee commitment affect employee performance. The bonds between HRM practices, employee performance, transformational leadership, and employee commitment in Jordanian building construction companies have not been previously studied. Hence, this study intends to investigate the relationship among HRM practices, transformational leadership, employee commitment, and employee performance with the utilization of the ability-motivation-opportunity (AMO) framework, transformational leadership theory, and three-component model (TCM) of employee commitment to fill the knowledge gaps, which thus will work with the proffering of the answer for the hazardous circumstance. Consequently, this study develops a framework to address the following questions:

- 1) Do HRM practices contribute significantly to employee performance?
- 2) Does transformational leadership have a significant impact on employee performance?
- 3) Do HRM practices contribute significantly to employee commitment?

- 4) Does transformational leadership have a significant impact on employee commitment?
- 5) Does employee commitment have a significant impact on employee performance?
- 6) Does employee commitment mediate the relationship between HRM practices and employee performance?
- 7) Does employee commitment mediate the relationship between transformational leadership and employee performance?

This book considers the period of the study ranged from 2014 to 2017 based on the availability of the relevant data. The four-year period of study was considered adequate considering the availability of more than 100 registered building construction companies in Jordan.

The structure of this book is as follows. Chapter 1 gives a review of employee performance. Chapter 2 presents a review of HRM practices. Chapter 3 gives a review of transformational leadership. Chapter 4 presents a review of employee commitment. Chapter 5 highlights organizational behavior. Finally, Chapter 6 illustrates organizational behavior research.

CHAPTER 1. EMPLOYEE PERFORMANCE

1.1. INTRODUCTION

This chapter reviews the literature on the concept of employee performance. It also discusses the employee performance concept and its importance in the construction sector.

1.2. DEFINITION AND CONCEPT OF EMPLOYEE PERFORMANCE

1.2.1. What is performance?

Performance portrays “the extent of executing tasks and efforts to achieve the goals set before” (Giri et al., 2015, p.22). It demonstrates the employees’ job execution or accomplishment according to the measures or criteria set by the organization. With respect to the management behavioral approaches, performance refers to the amount or nature of something created or benefits given by somebody who takes every necessary step.

1.2.2. What is employee performance?

Employee performance “refers to the ability of employees to perform a job in an effective and efficient way to produce the best results” (Anitha & Kumar, 2016, p. 1080).

Job performance is defined as “the level of productivity of an individual employee, relative to his or her peers, on several job-related behaviors and outcomes” (Babin & Boles, 1998, p. 82).

Employee performance is seen as the result or accomplishment of employees in executing obligations within a specific period with respect to the standard of the work, objectives, or criteria that have been concurred and resolved ahead of time.

1.3. EMPLOYEE PERFORMANCE CONCEPT IN THE CONSTRUCTION SECTOR

In the construction sector, the performance of employees has been viewed as the achievement of performing a task and the capacity to achieve the established goals; it is considered fruitful to achieve the ultimate objective. Following that, the accomplishment of income anticipated from any construction venture, it is critical to have a decent controlling hand on the productivity factors that add to the incorporated performance improvement. These factors are part of the successive stages of improving the performance and output of employees, with the purpose of being used as effective indicators of their work performance.

1.4. THE IMPORTANCE OF EMPLOYEE PERFORMANCE IN THE CONSTRUCTION INDUSTRY

The performance of employees is influenced by numerous components and is typically connected to the performance of quality, cost, and time (El-Gohary & Aziz, 2014). Any delay in the building construction venture requires more time and money, which is the foundation of any economy. Thus, frequent delays in the construction venture result in low employee performance (Al-Hazim et al., 2017; Mattarneh, 2015).

The most significant factors that affect low work performance and productivity in building construction ventures are worker shortage, inadequate labor, low work productivity, staffing problems, lack of incentive scheme, shortage of technical staff, lack of supervision, factors related to the nature of the job, e.g., underpayment, appealing salary packages in other companies, low skill, poor work environment, factors related to the company itself e.g. employment relationship, employee welfare, lack of investment in training, and factors associated with the individual workforce, e.g., employee personal characteristics, peer influence in career choice, lack of competence, employee personal characteristics, and lack of sense of belonging, etc.

To accomplish the income anticipated from any construction venture all in all, it is critical to have a decent controlling hand on the output factors that add to the incorporated performance improvement, similar to labor (El-Gohary & Aziz, 2014). Employees remain one of the key drivers in the construction industry; the labor costs in most countries involve 30% to 50% of the general undertaking costs (Jarkas & Bitar, 2012).

Thus, the efficient usage of skills, instead of a simple increment in the supply of skills, is a vital aspect to achieve enhanced work performance (Abdel-Wahab et al., 2008) The performance of employees is particularly significant, especially in developing nations, where the vast majority of the building construction work is still based on manual essential.

Furthermore, the performance of employees involves great efforts through customized execution, achievement, completion, and working out of anything requested or embraced; therefore, the performance of employees is then seen in terms of productivity and output, which influences the organization to be efficient and effective in accomplishing its objectives.

Transformational leaders can inspire their subordinates to develop and improve their abilities and success. While, the implementation of HRM practices can pull in, create, inspire, and retain employees in order to ensure compelling usage for its individuals.

When the above two points are applied correctly, committed employees can be nurtured. Committed employees are attached to their organization; employee commitment incorporates a sense of job loyalty, involvement, and faith in the worth of the organization. Committed employees of building construction companies can be more effective, efficient, and successful in accomplishing the organizational goals and ensuring the survival of the organization.

Due to the complex nature of the performance of employees, their interaction with the leaders and the implementation of core HRM practices are more important than the construction environment and settings. Inspired and motivated employees create

positive, committed responses towards the building construction companies, resulting in increased work performance.

1.5. CONCLUSION

This chapter consists of four principal sections. Section 1.1 presents the introduction of the current chapter. Section 1.2 reviews the definitions and concepts of employee performance. Section 1.3 highlights the concepts of employee performance in the construction sector. Finally, Section 1.4 highlights the importance of employee performance in the construction sector.

CHAPTER 2. HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES

2.1. INTRODUCTION

This chapter reviews the literature on the concept of HRM practices, and HRM practices concept in the construction sector, as well as the components of HRM practices. The chapter also discusses the importance of HRM practices in the construction sector.

2.2. DEFINITION AND CONCEPT OF HRM PRACTICES

The development of HRM, which began during the mid-1970s, underscores the harmonization of the employees' needs and wants with the corporate targets and the understanding that people in an organization are its most imperative resource (Desatnick, 1972). In the late 1980s, an improved definition of HRM was developed, concentrating on the board choices and activities that influence the connection between the organization and its employees (Beer et al., 1984).

2.2.1. What is HRM?

HRM is characterized as the arrangements and frameworks that affect the employees' attitudes, behaviors, performance, mentality,

and execution (Noe et al., 2006). Thus, HRM is essentially a procedure of pulling in, rousing, and retaining employees with the expectation of ensuring the survival of the organization.

2.2.2. What are HRM practices?

HRM practices are a set of policies and practices that are internally consistent, designed, and put into practice in order to guarantee that the human capital of an organization includes the accomplishment of business points.

2.3. HRM PRACTICES CONCEPT IN THE CONSTRUCTION SECTOR

When it comes to the construction sector, HRM practices serve as a collection of numerous exercises, arrangements, and execution that affect the employees' conduct, dispositions, and execution. In this vein, HRM practices make a framework that pulls in, creates, persuades, and holds the workforce to guarantee the successful usage and survival of the organization and its employees. Following that, different HRM practices have been used to measure the output of employees. The policies of HRM practices are extensively important for the implementation in successive stages to improve the commitment and output of employees, with the purpose of being an effective indicator of their work performance.

2.4. DIMENSIONS OF HRM PRACTICES

The rundown of HRM practices or frameworks that define or measure HRM distinguish up to 26 distinct practices, which were utilized in 104 empirical studies — the four most recurrence factors for the measurement of HRM practices were identified: 1) recruitment and selection; 2) training and development, 3) performance appraisal; and 4) compensation and rewards (Boselie et al., 2005). In summary, the dimensions of HRM practices were determined based on the frequency of these dimensions used in the literature.

2.4.1. Recruitment and selection

The recruitment of employees is the procedure, methodology, and structure set up by an organization for the sourcing of planned competitors and motivating them to apply for vacancies in the organization.

The selection of employees is characterized as a procedure that involves the possibility of work, resulting in the partition of two classes, namely individuals who are offered business and those who are not offered business (Yoder, 1942).

Recruitment and selection is a process “to look for employees, encourage them to apply, and select them, aiming to harmonize people’s values, interests, expectations and competences with the characteristics and demands of the position and the organization” (Demo et al., 2012, p. 399).

2.4.2. What are recruitment and selection in the construction sector?

In the construction sector, recruitment is a procedure of a critical and vital determinant of hierarchical achievement; which drives an organization to focus on relevantly qualified job seekers for the available job positions. Meanwhile, selection implies offering employment to at least one or more job candidates based on the best fit for the job prerequisites and expected capabilities. Following that, Aziz and Abdel-Hakam (2016) disclosed that many studies used the policies and procedures of recruitment and selection to measure HRM practices. The enforcement of recruitment and selection practices is extensively important as part of the successive stages of improving the commitment and output of employees, with the purpose of being used as an effective indicator of their work performance.

2.4.3. Training and development

Training “is a process of updating the knowledge, developing skills, bringing attitudinal and behavioural changes, and improving

the ability of the trainee to perform his/her task efficiently and effectively” (Palo & Padhi, 2003, p. 204).

Meanwhile, development is the improvement or acknowledgment of an individual’s capacity through cognizant or oblivious realizing, which often consists of components of arranged investigation and experience upheld by training and advising.

Training and development are key instruments in upgrading the employees’ job execution, the motivation of training and development is to build up one’s capacities and to fulfill the present and future needs of the organization by focusing on the work circumstances. Thus, the organization continues expanding its training funding annually, trusting that training and development can gain them a more focused edge.

Hence, training and development in HRM practices have been recognized as a standout among the most critical indicators of employees’ conduct and job performance; training and development programs may produce a sense of certainty towards work among the employees, which ultimately helps to increase the feelings of availability.

2.4.4. What are training and development in the construction sector?

In the construction sector, training and development serve as the most vital apparatus for each employee to uncover and obtain new knowledge and aptitudes in order to keep up the execution in a highly competitive work environment. Following that, Sweis et al. (2019) uncovered that many studies used training and development to measure HRM practices. In accordance with that, the rehearses of training and development have been used to measure HRM practices. Sweis et al. (2019) made a similar outcome. Thus, the implementation of training and development practices is extensively important as part of the successive stages of improving the commitment and output of employees, with the purpose of being used as an effective indicator of their work performance.

2.4.5. Performance appraisal

Performance appraisal is defined as “the formal process of evaluating organizational members” (Erdogan, 2002, p. 556).

Performance appraisal “is an evaluation process, in that quantitative scores are often assigned based on the judged level of the employee’s job performance on the dimensions or criteria used, and the scores are shared with the employee being evaluated” (DeNisi & Pritchard, 2006, p. 254).

2.4.6. What is performance appraisal in the construction sector?

In construction studies, performance appraisal is a formal procedure of observing and assessing an employee’s execution and nearly all HR choices are dependent on the consequences of the evaluation. Following that, Sweis et al. (2019) disclosed that many studies used performance appraisal to measure HRM practices. The implementation of performance appraisal practices was extensively argued in many studies as part of the successive stages of improving the commitment and output of employees, with the purpose of being used as an effective indicator of their work performance.

2.4.7. Compensation and rewards

“Rewards are all of the monetary, non-monetary and psychological payments that an organisation provides for its employees in exchange for the work they perform” (Bratton & Gold, 2017, p. 278). Compensation is “a process of providing monetary value to employees for the work they performed” (Hassan, 2016, p. 16).

Compensation and rewards are defined as “to reward employees’ performance and competence via remuneration and incentives” (Demo et al., 2012, p. 400). The point of compensation or rewards, whether immediate or aberrant, is to make up for an employee’s job execution and urge the employee to achieve improved efficiency.

2.4.8. What are compensation and rewards in the construction sector?

In construction sectors, compensation is a procedure of offering a fiscal incentive to representatives for the exertion they coordinated in their undertakings performed. Following that, Shurrab et al. (2018) revealed that many studies used compensation to measure HRM practices. Considering that rewards represent a combination of value-based prizes and tangible rewards related to pay and benefits in an exchange between the employer and the employee, Al-Abbadi and Agyekum-Mensah (2019) disclosed that many studies used rewards to measure HRM practices. Hence, the enforcement of compensation and rewards practices was extensively argued in many studies as part of the successive stages of improving the commitment and output of employees, with the purpose of being used as an effective indicator of their work performance.

2.5. THE IMPORTANCE OF HRM PRACTICES IN THE CONSTRUCTION INDUSTRY

The survival of any organization in a competitive society lies in the ability of its human resource to be creative, innovative, and inventive which will invariably enhance performance and increase competitive advantage.

HRM practices are very important for the survival of the construction sector and its continuity in the market given their direct influence on the performance of employees. In the construction sector, HRM practices are an important indicator of successful work, where those practices demonstrate improvement in employee performance by putting all their efforts into working well, resulting in higher profits and the possibility of their existence in the organization. Thus, HRM practices can directly help in providing a suitable work environment for the employees of building construction companies to ensure their commitment and work performance.

To accomplish the income anticipated from any construction project, all in all, it is critical to have a decent controlling hand on the output factors that add to the incorporated performance

improvement, similar to employees. Thus, improving the performance of the employees in the construction industry is a significant issue in Jordan (Bekr, 2016; Hiyassat et al., 2016). Accordingly, the performance of these construction employees can be improved through recruitment and selection including staffing (Aziz & Abdel-Hakam, 2016), performance appraisal, training and development (Sweis et al., 2019), incentive scheme (Jarkas & Bitar, 2012; El-Gohary & Aziz, 2014; Jarkas, 2015), compensation (Shurrab et al., 2018), and rewards (Al-Abbadi & Agyekum-Mensah, 2019).

2.6. CONCLUSION

This chapter consists of five principal sections. Section 2.1 presents the introduction of the current chapter. Section 2.2 highlights the definitions and concepts of HRM practices. Section 2.3 presents the concepts of HRM practices in the construction sector. Section 2.4 reviews HRM practices dimensions. Finally, Section 2.5 highlights the importance of HRM practices in the construction sector.

CHAPTER 3. TRANSFORMATIONAL LEADERSHIP STYLE

3.1. INTRODUCTION

This chapter reviews the literature on the concept of transformational leadership, the components of transformational leadership, and the transformational leadership concept in the construction sector. This chapter also discusses the importance of transformational leadership in the construction sector.

3.2. DEFINITION AND CONCEPT OF TRANSFORMATIONAL LEADERSHIP STYLE

3.2.1. What is leadership?

Leadership has dependably been the subject of human society among students, scholars, and specialists. Leadership is described

as “one of the most observed and least understood phenomena on earth” (Burns, 1978, p. 2).

Burns (1978) defined leadership as “occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality” (p. 20). Likewise, leadership is defined as “a process whereby an individual influences a group of individuals to achieve a common goal” (Northouse, 2021, p. 5).

Leadership is an action that intends to draw in the employees to accomplish the organization’s target. Leadership involves verdicts taken by a particular individual to guarantee the accomplishment of the organization’s objective through the workforce. The conduct of leadership is legitimately approved either formally or casually, and followers look up to a leader for direction and course of action.

3.2.2. What is leadership style?

Leadership style is a conglomeration of behaviors, skills, and traits. Considering that different initiative styles must show behaviors, skills, and traits, and through these components, leaders should have the option of confining the idea.

3.2.3. What is the transformational leadership style?

“Transforming leadership ultimately becomes moral in that it raises the level of human conduct and ethical aspiration of both leaders and led, and thus, has a transforming effect on both” (Burns, 1978, p. 20).

Bass (1985) expanded the idea of transformational leaders as coordinating organizational psychology with political science. Along these lines, (Bass, 1985) improved Burns’ work and portrayed transformational leadership as “one who motivates us to do more than we originally expected to do” (Bass, 1985, p. 20). Likewise, Bass (1985) identified transformational leadership as “stimulate followers to perform beyond the level of expectations” (Bass, 1985, p. 32).

While, Fitzgerald and Schutte (2010) defined transformational leadership as “a motivational leadership style which involves

presenting a clear organisational vision and inspiring employees to work towards this vision through establishing connections with employees, understanding employees' needs, and helping employees reach their potential, contributes to good outcomes for an organisation" (p. 495).

Basically, transformational leadership fills in as an autonomous power that changes the rationale base of the adherents by satisfying their intentions. Transformational leadership is arousing emotion and achievement of followers, by focusing on individual needs and being more concerned with the progress and development of individuals.

3.3. TRANSFORMATIONAL LEADERSHIP CONCEPT IN THE CONSTRUCTION SECTOR

In the construction sector, transformational leadership is acceptance to persuade followers to accomplish more than initially expected. Apart from that, transformational leadership portrays how a leader is in meeting the higher-order needs of followers. Following that, Chan et al. (2014) disclosed that many studies used transformational leadership to measure the performance of employees. The implementation of transformational leadership was extensively argued in many studies as part of the successive stages of improving the commitment and output of employees, with the purpose of being used as an effective indicator of their work performance.

3.4. DIMENSIONS OF TRANSFORMATIONAL LEADERSHIP STYLE

Transformational leadership involves four parts: 1) idealized influence; 2) inspirational motivation; 3) intellectual stimulation; and 4) individualized consideration (Bass et al., 1987). In summary, the dimensions of transformational leadership were determined based on the frequency of these dimensions used in literature.

3.4.1. What is idealized influence?

As indicated by Bass (1985) idealized influence (attributes and behaviors) portrays a chief who is a praiseworthy example for adherents, sets elevated behavioral expectations, and can explain the vision of the organization to win the trust of adherents.

Idealized influence is described as “leaders who are admired, respected, and trusted. Followers identify with and want to emulate their leaders. Among the things the leader does to earn credit with followers is to consider followers’ needs over his or her own needs. The leader shares risks with followers and is consistent in conduct with underlying ethics, principles, and values” (Bass et al., 2003, p. 208). Likewise, idealized influence “is the degree to which leaders behave in charismatic ways that cause followers to identify with them” (Piccolo & Colquitt, 2006, p. 328).

Idealized influence is consisting of idealized influence attributed, and idealized influence behavioral. Those two factors are described as “they are the charismatic elements in which leaders become role models who are trusted by subordinates. The leaders show great persistence and determination in the pursuit of objectives, show high standards of ethical, principles, and moral conduct, sacrifice self-gain for the gain of others, consider subordinates’ needs over their own needs and share successes and risks with subordinates” (Koech & Namusonge, 2012, p. 5).

In conclusion, idealized influence is identified idealized influence as the appeal and capacity of leaders to be a good example for the subordinates, lead the way genuinely and consider the subordinates’ needs over theirs. They provide a reasonable vision and their direction stimulates a sense of achievement and risk with their adherents. Along these lines, adherents typically appreciate and copy their leaders.

3.4.2. What is idealized influence in the construction sector?

In the construction sector, idealized influence is a perspective planning of building up a common vision and enhancing the relationship between the organization and the adherents.

Following that, Chan et al. (2014) revealed that many studies used idealized influence to measure the output of employees in the construction industry. The implementation of idealized influence was extensively argued in many studies as part of the successive stages of improving the commitment and output of employees of building construction companies, with the purpose of being used as an effective indicator of the performance of employees.

3.4.3. What is inspirational motivation?

Inspirational motivation is defined as “provides followers with a clear sense of purpose that is energizing, is a role model for ethical conduct and builds identification with the leader and his or her articulated vision” (Avolio et al., 1999, p. 444). Besides that, inspirational motivation is defined as “leaders who behave in ways that motivate those around them by providing meaning and challenge to their followers’ work. Individual and team spirit is aroused. Enthusiasm and optimism are displayed. The leader encourages followers to envision attractive future states, which they can ultimately envision for themselves” (Bass et al., 2003, p. 208).

Inspirational motivation is characterized as “the degree to which leaders articulate visions that are appealing to followers” (Piccolo & Colquitt, 2006, p. 328).

On a similar note, inspirational motivation is characterized as “focuses on inspiring human assets, thereby setting a higher level of desired expectations for them” (Ghasabeh et al., 2015, p. 463). Inspirational motivation “refers to the leader’s enthusiasm and optimism in creating a vision for the future, thus stimulating similar feelings among followers” (Bi et al., 2012, p. 396).

Inspirational motivation is seen as leaders who motivate their subordinates by giving significance and challenge to their work, stirring the soul of the group, demonstrating excitement and positive thinking, urging them to imagine an alluring future, imparting desires, and exhibiting a guarantee to achieve objectives and a mutual vision. Such leaders create solidarity among the subordinates and urge them to accomplish more than they would in their own personal circumstances.

3.4.4. What is inspirational motivation in the construction sector?

In the construction sector, inspirational motivation is a capacity of a leader to make an eloquent vision that moves adherents and constructs their faithfulness and responsibility. Following that, Chan et al. (2014) uncovered that many studies used inspirational motivation to measure the output of employees in the construction industry. The implementation of inspirational motivation was extensively argued in many studies as part of the successive stages of improving the commitment and output of employees of building construction companies, with the purpose of being used as an effective indicator of their work performance.

3.4.5. What is intellectual stimulation?

Intellectual stimulation is defined as “gets followers to question the tried and true ways of solving problems, and encourages them to question the methods they use to improve upon them” (Avolio et al., 1999, p. 444). Intellectual stimulation can also be characterized as “leaders who stimulate their followers’ effort to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways. There is no ridicule or public criticism of individual members’ mistakes. New ideas and creative solutions to problems are solicited from followers, who are included in the process of addressing problems and finding solutions” (Bass et al., 2003, p. 208).

Besides that, intellectual stimulation is defined as “the degree to which leaders challenge assumptions, take risks, and solicit followers’ ideas” (Piccolo & Colquitt, 2006, p. 328). Intellectual stimulation “propels knowledge sharing in the company to generate more innovative ideas and solutions” (Ghasabeh et al., 2015, p. 463).

Intellectual stimulation relates to the capacity of a leader to mentally test subordinates to reach the additional stage, to be inventive and innovative in critical thinking, and to end up as dynamic members in group decision-making. The idea of intellectual stimulation is referring to behaviors that stimulate followers by reframing problems, pushing them to develop creative and innovative ideas, and approaching old situations in new ways.

3.4.6. What is intellectual stimulation in the construction sector?

In the construction sector, intellectual stimulation is the extent to which individuals challenge existing assumptions and encourage others to take risks. Following that, Chan et al. (2014) disclosed that many studies used intellectual stimulation to measure the output of employees in the construction industry. The implementation of intellectual stimulation was extensively argued in many studies as part of the successive stages of improving the commitment and output of employees of construction companies, with the purpose of being used as an effective indicator of their work performance.

3.4.7. What is Individualized consideration?

Individualized consideration is characterized as “focuses on understanding the needs of each follower and works continuously to get them to develop to their full potential” (Avolio et al., 1999, p. 444). Besides that, individualized consideration also refers to “leaders who pay attention to each individual’s need for achievement and growth by acting as a coach or mentor. Followers are developed to successively higher levels of potential. New learning opportunities are created along with a supportive climate in which to grow. Individual differences in terms of needs and desires are recognized” (Bass et al., 2003, p. 208).

Individualized consideration is also defined as “the degree to which leaders attend to followers’ needs, act as mentors or coaches, and listen to followers’ concerns” (Piccolo & Colquitt, 2006, p. 328). In addition, individualized consideration reflects a “leader who considers the ability of followers and their level of maturity in order to determine their need for further development” (Bi et al., 2012, p. 398).

Individualized consideration assembles a circumspect relationship with every individual, taking care of different individual needs of employees and mentoring or coaching them, and creates a steady climate for all individuals with an end goal to enable the employees to reach a more significant level of potential.

3.4.8. What is individualized consideration in the construction sector?

In the construction sector, individualized consideration is understanding the special needs of every employee and empowering individualized help. Following that, Chan et al. (2014) disclosed that many studies used individualized consideration to measure the output of employees in the construction industry. The implementation of individualized consideration was extensively argued in many studies as part of the successive stages of improving the commitment and output of employees of construction companies, with the purpose of being used as an effective indicator of their work performance.

3.5. THE IMPORTANCE OF LEADERSHIP STYLE IN THE CONSTRUCTION INDUSTRY

The failure or success of the construction industry significantly depends on the effectiveness of the leadership style (Shahata & Zayed, 2013). Therefore, utilizing a proper leadership style energizes the free stream of data between the leader and employees, which prompt enhanced employee performance and benefit the construction industry. Thus, managing the well-being of employees under a proficient leadership style and controlling work exercises from design to construction is fundamental to accomplishing high productivity and performance (Ailabouni et al., 2009). According to Rojas and Aramvareekul (2003), the two identified areas that have the best potential to influence the performance of employees are the workforce and management skills. Leadership and managerial styles can be viewed as the main factors that influence the construction industry. As leadership and managerial styles influence the capacity of construction companies to accomplish their objectives and goals. Hence, the fulfillment of the organizational goals for most construction companies is the result of the way that the leadership perceives the requirements of the workforce and utilizes proper inspirational apparatuses.

One of the most basic factors that influence the performance of construction employees is leadership style (Jarkas & Bitar, 2012; Jarkas et al., 2012; El-Gohary & Aziz, 2014; Jarkas, 2015; Naoum, 2016), particularly transformational leadership (Chan et al., 2014).

3.6. CONCLUSION

This chapter consists of five principal sections. Section 3.1 presents the introduction of the current chapter. Section 3.2 highlights the definitions and concepts of transformational leadership. Section 3.3 presents the concept of transformational leadership in the construction sector. Section 3.4 reviews the transformational leadership dimensions. Finally, Section 3.5 highlights the importance of transformational leadership in the construction sector.

CHAPTER 4. EMPLOYEE COMMITMENT

4.1. INTRODUCTION

This chapter reviews the literature on the concept of employee commitment and the concept of employee commitment in the construction sector. The components of employee commitment are also reviewed in this chapter. The chapter also discusses the importance of employee commitment in the construction sector, and the mediating effect of employee commitment.

4.2. DEFINITION AND CONCEPT OF EMPLOYEE COMMITMENT

4.2.1. What is commitment?

Commitment is characterized as “an employee’s level of attachment to some aspect of work” (Mueller et al., 1992, p. 213). Commitment is defined as the “loyalty and attachment of an individual or group to the organization” (Agha et al., 2017, p. 204). Commitment is seen as a mental expression that links an individual to an organization.

4.2.2. What is employee commitment?

Employee commitment is defined as “a mindset that ties the individual to the organisation” (Durkin & Bennett, 1999, p. 124).

Employee commitment is seen as the relative strength of an individual's identification with, and involvement in, a particular organization.

4.2.3. What is employee commitment in the construction sector?

In the construction sector, employee commitment is linked to a hierarchical employee's dedication and eagerness to use full exertion for an explicit association. Following that, the implementation of employee commitment was deemed as part of the successive stages of improving the performance and output of employees, with the purpose of being an effective indicator of their work performance.

4.3. DIMENSIONS OF EMPLOYEE COMMITMENT

Meyer and Allen (1991) presented the element of employee commitment by recommending employee commitment as a mental connection in terms of affective, continuance, and normative structures. In summary, the dimensions of employee commitment were determined based on the frequency of these dimensions used in the literature. Therefore, the dimensions of employee commitment in this study were based on the view of Meyer and Allen (1991).

4.3.1. What is affective commitment?

Affective commitment is defined as “the degree to which an individual is psychologically attached to an employing organization through feelings such as loyalty, affection, warmth, belongingness, fondness, happiness, pleasure, and so on” (Jaros et al., 1993, p. 954).

4.3.2. What is continuance commitment?

Continuance commitment is characterized as “the employee feels compelled to commit to the organization because the monetary, social, psychological, and other costs associated with leaving are high” (Jaros et al., 1993, p. 953).

In this case, the employees remain up to the point where they find a superior work option, while they get daily practices, relationship capital, and different products over time, which can be lost in an employment change. Accordingly, this can be deciphered as happenstance cost. As far as continuance commitment is concerned, the devotion of an employee remains consistent up to the point where the expenses of leaving the organization surpass the advantages of elective employment (Krajcsák, 2016).

4.3.3. What is normative commitment?

Normative commitment “is an obligation to remain with an organization for moral or ethical reasons” (Agha et al., 2017, p. 206). Normative commitment refers to employees remaining with an organization as they believe that it is the right and moral thing to do.

4.4. THE IMPORTANCE OF EMPLOYEE COMMITMENT IN THE CONSTRUCTION INDUSTRY

The construction industry goes through patterns of low and high activities that eventually lead to a critical dependence on temporary employees who commonly exhibit lower performance. In an ideal situation, organizations uphold a permanent workforce that is adequately prepared, but this is challenging in times of low demand for certain subsectors, such as industrial construction where ventures are spread across different topographies. Some best practices and organizational needs, at the very least, create committed employees as a core competency of a skilled workforce in order to maximize work performance and output. This can be achieved through the implementation of transformational leadership

and HRM practices. For instance, a few organizations can pay employees during downturns and avoid a portion of the cutbacks that may otherwise occur. Commitment from employees can become a powerful urge for the employees to remain as full-time employees in an organization and offer flexible readiness to set up a large amount of assurance and exertion as well as solid confidence in the hierarchical qualities, objectives, and acknowledgment in the interest of the organization. Committed employees are more likely to generate high-impact results and performance.

Employee commitment is very important for the survival of the construction industry and its continuity in the market given its direct influence on the performance of employees. In building construction companies, employee commitment is an important indicator of the building construction work, where committed employees demonstrate improvement in their performance by putting all their efforts into working well, resulting in higher profits and the possibility of their existence in the organization.

4.5. THE MEDIATING EFFECT OF EMPLOYEE COMMITMENT

The concept of mediating a relationship presumes the nearness of a third factor between the independent and dependent factors. In this study, the mediating is employee commitment and the researcher studies the factors that contributed the employee commitment because commitment contributes to performance and that is the contribution for this study.

4.6. CONCLUSION

This chapter consists of six principal sections. Section 4.1 presents the introduction of the current chapter. Section 4.2 highlights the definition and concept of employee commitment. Section 4.3 provides the employee commitment dimensions. Section 4.4 highlights the importance of employee commitment in the construction sector. Finally, Section 4.5 presents the mediating effect of employee commitment.

CHAPTER 5. ORGANIZATIONAL BEHAVIOR

5.1. INTRODUCTION

This chapter begins with an overview of the organizational behavior in the construction industry in Jordan and around the world. Also, the importance of the construction industry in Jordan and worldwide is also discussed. The future of the construction industry in Jordan and around the world is also presented. After that, this chapter provides the theory concept, the purpose of the theory, the theory development, and the theories and models for this research. This chapter also discusses the hypotheses development. In this chapter, the research model and chapter conclusion are also included.

5.2. ORGANIZATIONAL BEHAVIOR IN THE CONSTRUCTION INDUSTRY

5.2.1. Organizational behavior in the Jordanian construction industry

The International Finance Corporation recently revealed that the growth sectors face constraints due to their inability to employ employees with the necessary technical skills and interpersonal skills — this has contributed to the unemployment issues in Jordan, especially among young people. Addressing the gap between educational and training outcomes for university and college graduates and at the workplaces in key sectors, such as the construction industry, higher education institutions are slowly responding to the needs of the labor market. However, technical and vocational training has remained weak and fragmented and offers academic and humanitarian specialties, rather than the technically qualified workforce needed in the private sector, resulting in the gap between the needs of the private sector and its expectations and the skills that are taught to professional trainees. Moreover, higher access to post-secondary education is reflected in the composition of the labor force about two-thirds of the workforce have no higher than secondary education. With low skills, jobs are no longer enough to

accommodate Jordanians. Most of the foreign workers who enter the Jordanian labor market are either low-skilled or specialize in non-technical and vocational fields during their post-secondary education (The World Bank, 2016).

Besides that, Hiyassat et al. (2016) highlighted the construction workforce, particularly unqualified workers or workers with little or no vocational training, as the most significant factor for low performance and productivity. Furthermore, other identified factors that influence the performance of the employees in the Jordanian construction industry are lack of skilled workers, poor site management, staffing problems, and lack of incentive scheme (Al-Rifai & Amoudi, 2016; Bekr, 2016).

According to the Ministry of Labor (2018), many vacancies have been closed for expatriates, such as engineering professions in various branches and specialties, decoration works, electrical jobs, and mechanics careers. The construction industry is among those that are affected by the strictness of the Ministry of Labor in granting work permits for expatriates, which leads to the suspension and termination of many works due to the lack of a qualified workforce (The World Bank, 2016).

On the internal level, Jordan suffers from a serious drawback, a weak business has very strong effects on the labor market, which leads to migration and duplication in the labor market, as job seekers with similar skills are offered different advantages; many skilled and educated Jordanians migrate to the Gulf Cooperation Countries and other countries, leaving mostly unskilled individuals in the country. Their migration reduces the educated and qualified population. Thus, the significant relationship between education and participation in the workforce has gradually weakened in Jordan, with mostly low-skilled individuals and a relatively high proportion of individuals without higher education in the local workforce (The World Bank, 2016).

According to the Companies Control Department (Central Bank of Jordan, 2018), the total number of registered companies (from 224 companies in 2014 to 124 companies in 2017) and their total capital value (from 11.1 million dinars in 2014 to 4.9 million dinars in 2017) in the building construction sector from 2014 to 2017 declined (see Table 1).

Table 1. Jordan registered companies by economic activity

	2014		2015		2016		2017	
	No.	Capital value						
Building construction	224	11.1	148	7.7	127	5.2	124	4.9

Source: Central Bank of Jordan (2018).

Moreover, the number of building licenses in the building construction sector also declined from 8169 in 2015 to 6689 in 2017. The total area of the building construction (1000m²) also strongly dropped from 7103 (1000m²) in 2015 to 6016 (1000m²) in 2017, which led to a lower estimated cost of the building construction companies from 1139 million dinars in 2015 to only 953 million dinars in 2017. The number of licensed dwellings was 33047 in 2015, which continued to decrease to 26294 in 2016 and 23624 in 2017 (see Table 2). These rates are, to a certain degree, high, which led to the suspension and closure of many building construction companies due to the lack of a qualified workforce.

Table 2. Number of licenses, the total area of the building, the cost of the new buildings, and the number of licensed dwellings

<i>Indicator</i>	2015	2016	2017
Number of building licenses	8169	7576	6689
Total area of building (1000m ²)	7103	6516	6016
Estimated cost of buildings (million JOD)	1139	1028	953
Estimated cost of buildings (million USD)	1627	1469	1361
Number of licensed dwellings	33047	26294	23624

Source: The Department of Statistics of Jordan (2017).

On the other hand, the Monthly Statistical Bulletin pointed out that the balance of credit offices conceded by authorized banks for the building construction sector increased from 4552.8 million dinars in 2014 to 6601 million dinars in 2017 (Central Bank of Jordan, 2018) (see Table 3).

Table 3. The balance of credit offices conceded by authorized banks

	2014	2015	2016	2017
The balance of credit offices conceded by authorized banks for building construction sector (in one million dinars)	4552.8	4904.5	5827.7	6601.0
The balance of credit offices conceded by authorized banks for building construction sector (in one million USD)	6504	7006.43	8325.29	9430

Source: *Central Bank of Jordan (2018)*.

While the balance of credit offices conceded by authorized banks for the building construction sector increased (see Table 3), the total number of registered companies and their total capital value in the building construction sector have declined (see Table 1).

The closure of companies is bad for the economy by all standards, as this will lead to the failure of the backbone of the Jordanian economy — the closure of building construction companies alone led to the dismissal of numerous employees over the past five years, resulting in a high unemployment rate. The high unemployment rate in Jordan constitutes a noteworthy burden on the country's development. The total unemployment rate in 2014 was 11.9%, which increased to 18.3% in 2017. Furthermore, the total unemployment rate increased by 3% in just one year, from 15% in 2016 to 18% by the end of 2017. Despite the increase in the unemployment rate in Jordan, its population growth rate declined from 8.2% in 2014 to 2.6% in 2017 (Central Bank of Jordan, 2018) (see Table 4).

Table 4. Jordan's growth rate and the total unemployment rate

	2014	2015	2016	2017
The population growth rate (%)	8.2	7.9	2.8	2.6
Total unemployment rate (%)	11.9	13.0	15.3	18.3

Source: *Central Bank of Jordan (2018)*.

Apart from the unemployment issue, employment indicators are also somewhat negative; nearly 78% of the Jordanian workforce (2.2 million people) work in the services sector, which represents unproductive labor (Central Bank of Jordan, 2018). The labor market continues to suffer from these serious weaknesses, especially the rising unemployment rate. This is a reasonable sign of the frail monetary development rate and the failure of the economy to create new jobs.

In 2017 alone, the Jordanian economy experienced multiple problems — the reported figures in 2017 indicated that the Jordanian economy still encounters a crisis. The unemployment rate in 2017 reached an unprecedented rate of 18%. In the general budget, as per the World Bank forecast, the indebtedness arrival of 97% from the gross domestic product (GDP) was reported (Central Bank of Jordan, 2018).

5.2.2. The importance of the construction industry in Jordan

The Jordanian construction industry presents significant financial contributions given its role as a key driver for different sub-sectors. There are various industries in Jordan, such as mining, power, and manufacturing, but the construction industry represents the most promising economic segment (Al-Manasrah, 2020). The construction industry is complex, large, and assorted, which covers a wide scope of business exercises. The construction industry was reported to represent 5.5% of the GDP of Jordan, which is 1.5% higher than that of the agricultural segment and 2.8% higher than that of the water and electricity segment (Central Bank of Jordan, 2016). With that, the construction industry is considered an important industry for the Jordanian economy, particularly considering its potential work opportunities.

5.2.3. The importance of the construction industry

The construction industry is one of the largest global industries that operate productively. Being one of the most vital economic sectors, the sub-sectors of the construction industry are identified by their

diverse and complex approaches to economic and other social changes. Moreover, this industry significantly influences the real estate market activities, as the construction industry is a key driver for many other sub-sectors.

The construction industry plays a great role in boosting the country's economic activities. The development stage in construction is very sensitive to the economy given the substantial amount of funds spent on such developments. A great part of an industrial project, such as the production of cement, fertilizer, potash, phosphate, and petroleum refining, completely relies on the construction industry in order to achieve the provision of these products. Likewise, many services that involve transport (such as roads, harbors, airports, and railways), housing and government buildings (such as hospitals and schools), and other commercial aspects (such as tourism, water, electric power, drainage, and irrigation services) completely rely on the construction industry to put them into effect.

The sub-sectors of the construction sector include the following:

- Cutting and composition of stone, utilization of stones for development, and the generation of boards of marble, rock, basalt, and other development items.
- Cement, gypsum, and cement items: tiles, blocks, and sheets channels.
- Ready-blended cement.
- Rock fleece and protection items.
- Asphalt items.
- Metal rebar and metal structures and auxiliary items fabricating.
- Prefabricated structures.
- Glass items utilized in development and fiberglass.
- Ceramic items.
- The non-metallic protection items for building and development.
- Pipes.
- Decoration, building, and development administrations.

5.2.4. Organizational behavior in the global construction industry

The construction industry is one of the largest industries globally, with about 10 trillion dollars spent on construction-related services and goods each year, comparable to 13% of GDP. These figures establish the construction industry as the largest economic segment globally. The construction industry utilizes 7% of the global working populace. Building the structures where people live, travel, and work to make goods, materials, and even energy contributes various effects well beyond its own boundaries, which are deemed significant. In any case, the productivity of the industry is influenced by different sectors for a considerable length of time, with a 1.6 trillion dollar opportunity to close the hole (Barbosa et al., 2017).

Internationally, the employee-profitability development for the construction industry recorded an average of 1% per year in recent decades, unlike the global economy at 2.8% and the manufacturing industry at 3.6%. This suggests the declining performance of the construction industry in meeting the required expectations. Taking the case of nations broken down, under 25% of the construction companies matched the productivity development accomplished in the general economies where they work in the previous decade. Missing change, the worldwide requirement for housing and building will be difficult to meet. If construction productivity were to find the complete economy, its business worth potentially ascend by 1.6 trillion dollars every year, which is proportional to the lift of worldwide GDP by 2% or meeting about a portion of the world's yearly foundation needs or the GDP of Canada (Barbosa et al., 2017).

As indicated by the European Construction Industry Federation, the construction sector establishes 9.7% of the GDP in the European Union with an all-out construction estimation of 1,186 billion in 2010, giving 6.6% of Europe's absolute work. This implies construction productivity must develop and ought to be the Holy Grail of construction development and research (Naoum, 2016).

5.2.5. The challenges and approaches to addressing the challenges of the global construction industry

The construction industry is a key industry for every country globally, however, one that has attempted to advance its methodologies as different sectors have done, and one whose productivity has endured therefore. Indeed, even while different industries from retail to manufacturing have helped their productivity, changed their competence, and grasped the digital age, construction has all the earmarks of being stuck in a time warp. Taking the case of the United States of America (USA), numerous industries, including manufacturing, retail, and agriculture, have expanded their productivity by 10 to 15 times since the 1950s but the productivity of the construction industry has only been scarcely expanded by any means, where it has remained at the same level as how it was eight decades ago. The current estimations revealed a steady decrease in its productivity since the end of the 1960s (Sveikauskas et al., 2016).

There are numerous challenges to higher productivity and methods applied in the construction industry, which has led to the lack of progressive development in this industry. The profitability gained in the construction industry is significantly dependent on the work power abilities. The governments and industries, including the contractors, should reconsider how to draw in and train employees to be a competent workforce.

In the USA, during the 2008–2009 global financial crisis, countless skilled construction workers were laid off. From that point forward, although the spending of the construction industry has bounced back, companies are unable to regain enough skilled construction workers, such as electricians, plumbers, and carpenters. The Associated General Contractors of America found that 69% of almost 1500 companies experienced difficulty in filling hourly specialty positions, which represented a significant portion of the construction workforce (Window News, 2015).

Meanwhile, in the United Kingdom (UK), 66% of 8500 small- and medium-sized enterprises reported turning down work due to the lack of workforce (Associated General Contractors [AGC], 2016). Numerous older workers are retiring; losing these experienced

workers with specific expertise eventually exhausts the positions and costs the industry. A few countries have opted to hire migrants or informal workers to fill in these positions, but this is not a long-term, viable solution. Considering the transient nature of migrants or informal workers, businesses would have no motivating force to invest resources and prepare for the future of their venture.

Accordingly, Barbosa et al. (2017) highlighted two aspects that should be considered by the construction industry:

1) *Develop solid apprenticeship models*

Apprenticeship serves as a built-up and effective method of guaranteeing a skilled workforce for the business considering the lack of opportunities available in an industry. In the USA, there has been no significant increment in apprenticeships although the business has recuperated from the downturn.

Meanwhile, in the UK, 42000 apprentices are expected per year in order to satisfy the workforce needs but only 18000 apprentices were employed from 2016 to 2017 (Powell, 2018).

Apart from the number of apprenticeships available, the industry should also consider how to attract talent and youths (Barbosa et al., 2017). In an overview of both developing and developed countries, only 27.0% of the total respondents had a positive impression of employment in the construction industry (Mourshed et al., 2013). In many countries, including South Korea, for instance, most youths felt that academic jobs are more esteemed than vocational jobs (Choi et al., 2013). Projects ought to turn into a venturing stone to a vocation in construction, with chances to advance. As of now, there are inadequate institutional support and strategy structures to expand the scope and acknowledgment of apprenticeship programs. Furthermore, as only a few apprentices choose to remain in the company where they receive their training, employers have become reluctant to invest resources in them.

Apprenticeship programs need to undergo some changes. Firstly, the pathway from education to employment must be clearer. Secondly, the program has to go beyond teaching specific skills and consider practical scope and terms of how to enter the workforce and become effective experts. Thirdly, the construction industry considers improving the overall impression of its industry to attract

more youths — for example, embracing a portion of the attributes like flexible assignment, emphasis on learning, and individual empowerment. Last but not least, the apprenticeship programs need to guarantee that projects equip apprentices with valuable skills for employment. The most ideal approach to prepare apprentices for employment is to be effectively involved in the structure of the projects in advance through internships and scholarships. With that, students can observe the crucial source of skills and an overview of the industry.

2) *Invest in preparing frontline laborers*

The industry should also reconsider how to improve the aptitudes of the current workforce for better efficiency. The MGI Construction Productivity Survey demonstrated that 48.0% of the total respondents disagreed with “a continuous training program to induct and train young engineers and managers and solicit ideas from them for optimizing project delivery” (Barbosa et al., 2017, p. 108).

Just as teaching frontline laborers a mix of abilities will be a valuable advance in making a future-evidence workforce. The Construction Industry Institute found that utilizing multiskilled labor can decline all-out undertaking costs by 5% and decline the manpower required on a venture by 35% (Burlison & Haas, 1998).

Another factor is the maturing of the construction workforce, which put a constraint on the industry in terms of competence and skills. Taking the case of Hong Kong, in 2013 alone, 44.0% of the construction workforce matured at the age of more than 50 years old, and 12.0% of the construction workforce matured at the retirement age of more than 60 years old (Mourshed et al., 2013). In order to address the issue of losing a skilled workforce, companies should prepare for the grown-up manpower.

Another approach to upgrading work performance involves increasing work productivity. It may be common for less experienced workers to learn by observing more experienced workers. However, such an approach is less productive, where the less experienced workers may spend up to 80% of their working day only to observe without contributing any substantial value. Instead, these less experienced workers can be assigned to the fundamental components of an assignment and the more complex components of

the assignment can be assigned to more experienced workers, resulting in lower inactive periods at work. More experienced workers can bring in about 30% to 40% productivity improvement for each task group. Although such an approach cannot be fully applied to all groups, the total productivity improvement for the entire project can increase by up to 5% (Barbosa et al., 2017).

Additionally, certification, training, and licensure represent significant parts of building a skilled workforce. The governments can expand the vocational instructive choices and offer funds to the organizations to expand their hands-on training programs in order to create competent graduates with the necessary levels of certification and experience for the industry.

5.2.6. The future of the global construction industry

With the continuously rising demands today, around 10 trillion dollars is spent per year on infrastructures, buildings, and industrial establishments, which represent the foundation of the global economy. By 2025, the expenditure is projected to increase up to 14 trillion dollars. With higher productivity, the construction industry can create more opportunities for this venture, prompting crucial improvements for buildings and the quality of life for the building residents (Barbosa et al., 2017).

5.3. THEORIES IN ORGANIZATIONAL BEHAVIOR

5.3.1. What is theory?

The theory is defined as “a systematic body of knowledge grounded in empirical evidence which can be used for explanatory or predictive purposes” (Saunders et al., 2015, p. 37). The explanatory power of a theory is based on its ability to explain relationships between concepts. These explanations need to be capable of being confirmed, refined, or contradicted as understandings develop and change based on further research.

5.3.2. The purpose of the theory/model

Theory published in the literature may present the proposed research question in several ways. It will help to formulate a research question that should lead to a theoretical explanation, rather than just a descriptive answer. It will allow finding out whether others have asked similar questions to the question proposed. Those similar questions have been addressed in the literature will help to learn about the context within which it was explored and how the research was conducted. This may help to focus proposed question to provide with a set of variables to test, or concepts to explore, to determine whether, how and why they are related in the context of proposed research project.

Using relevant theory to present the proposed research question will also sensitized to the nature and level of importance of the research topic surrounding proposed question. Finding a considerable body of relevant work exists, discovering this may help to focus on proposed research question so that later on can firmly connect findings and conclusions to this existing theory. It is unlikely to fail to find any literature that relates to the proposed question, although where find that work in a more specialized topic area, this discovery may also help to focus proposed research question to relate to the theory that locate. It will be important to discuss how the results of proposed research relate to theory, to be able to assess that theory in the context of proposed work and to demonstrate the theoretical contribution, no matter how limited, of proposed research.

5.3.3. How the theory is developed

How theory is developed also provides a crucial reason for recognizing relevant theory when writing research questions and objectives. There are two types of developed theories as follows:

Deductive model: In this model the research will be designed to test a theory or to develop a theory. The research adopts a clear theoretical position that will test through the collection of data, and the research project will be theory-driven.

Inductive model: This model starts by collecting data and then analyzing the data to explore a phenomenon and then to generate or build a theory (often in the form of a conceptual framework), and the research project will be data-driven.

5.3.4. Theories of the research

This subsection discusses the theoretical models for this research. As it presents the relationship between the variables for this research. It is important to comprehend the relationship between the variables for this research. The decision to use the following theories/models as the hypothetical framework of this research was attributed to the way that those theories/models were used.

1) Ability-motivation-opportunity (AMO) framework

The AMO framework was based on the idea of high-performance work systems (HPWS), where AMO refers to three components that collectively improve the performance of employees: “A” denotes abilities or specifically, the employees’ aptitudes and capabilities; “M” denotes motivation; “O” denotes the opportunity to take an interest. As indicated by the framework, individuals perform well when they have the abilities, sufficient motivation, and chances to partake in the workplace (Appelbaum et al., 2000).

The AMO framework suggests that the employees’ optional exertion requires three segments: 1) employees need to have essential skills; 2) employees require appropriate motivation; 3) leaders offer the employees the opportunity to take part (Bailey, 1993).

Along these lines, the AMO framework incorporates three boxes. The first box covers HPWS and contains 1) abilities or capacities, 2) motivators or inspiration, and 3) opportunities to take an interest. The second box comprises viable optional efforts, while the final box mirrors the organizational performance (Appelbaum et al., 2000). Moreover, HPWS is linked to an important procedure that categorizes facilitative strategic HR practices intended to improve the productivity, performance, commitment, and capability of the workforce (Posthuma et al., 2013).

Besides that, the AMO framework focuses on the significance of considering factors at the individual level, such as the employees' aptitudes and capabilities, motivation, and opportunity to take an interest. These three speculations (ability, motivation, and opportunity) reflect diverse conventions in HRM practices. The AMO framework on the assessment of HRM practices denotes a built-up convention, having its establishments in hierarchical or industrial psychology. According to the AMO framework, authoritative interests are best served by an HR framework that takes care of the employees' interests, specifically their motivation, the quality of their work, and their skill necessities (Boselie et al., 2005).

Likewise, based on a review of literature in humanities and social sciences from 1993 to 2016 that applied the AMO framework, the study found that the AMO framework is a robust and structured model that gives a superior comprehension of the relationships between HRM and performance. Besides that, the effectiveness of the model appears to be beyond doubt. In fact, a well-prepared and skilled employee performs better, and a motivated employee is prepared to go the extra mile. Similarly, if the workplace does not give satisfactory changes, the impact of both abilities and motivations may be negligible. In any case, analysts consider the potential impact of numerous different components on the beneficial outcomes of HPWS. Not only contextual variables, additional singular beliefs, individual affinities, or individual conditions may influence the execution of these practices and the ensuing results (Marin-Garcia & Tomas, 2016).

The employees' views of HRM practices are often assumed as an essential intervening task in the connection between the HRM system and its results. In addition, the execution outcomes of HRM can be viewed as organizational results (e.g., yield measures in terms of profitability, efficiency, or quality) and HR-related results (e.g., attitudinal and social effects among employees in terms of satisfaction, commitment, and intention to stay) (Dyer & Reeves, 1995). Thus, the underlying basis here involves coordinating the overall company strategy with the HR strategy or technique, resulting in increased performance (Appelbaum et al., 2000).

2) *Transformational leadership theory*

The transformational leadership theory reflects the capacity of a leader to propel the employees to achieve more than what the employees want to achieve (Krishan, 2005).

The transformational leadership theory and transactional theory of leadership, which were created by Burns (1978) and Bass (1985) are explained and extended by utilizing a constructive developmental theory to clarify how contrasting basic identities in leaders lead to either transactional or transformational leadership. The constructive developmental theory portrays a basic identity variable that offers ascend to the scope of one's encounters (the development of relational and intrapersonal understanding). The constructive part of the theory expects that people build an abstract comprehension of the world that shapes their encounters, rather than their straightforward encounter of a goal "genuine" world (Kegan, 1982).

In another situation, the authoritative and perceptual structures of transactional leaders are distinct from those of transformational leaders. Additionally, it can be argued that the constructive or developmental structure can be utilized to distinguish between lower-order and higher-order transactional leadership by focusing on the personality mechanisms that induce leaders to engage in one level of exchange versus the other. In this manner, the hidden identity structures that deliver the rehearses are very steady despite the changes in the rehearses of leaders under different conditions (Kuhnert & Lewis, 1987).

In order to comprehend the idea of identity stages and how transformational and transactional leadership can be identified, it is necessary to recognize two identity structures, namely subject and object. Subject refers to the structure by which individuals create encounters; it is a fundamental human function that most people are not aware of. In other words, it refers to the lens through which people view the world and their inner experiences, and they are unable to examine that lens (Kegan, 1982). The constructive developmental theory bolsters a comparable perspective of the identity structure of grown-ups. What may be a subject for some can be an object for those at higher stages of development, where they are free to examine new ways of interpreting themselves and

their interpersonal relationships. To be sure, the procedure of advancement of identity from this hypothetical point of view is one of the subjective restructurings of the connection between the subject and the object of involvement (Kuhnert & Lewis, 1987).

Likewise, the leader-member exchange (LMX) theory can be both transformational and transactional. It is considered a dyadic social trade process that starts with increasingly restricted social "transactions" (e.g., transactional authority) but the leadership style of those who can create the best LMX connections yields transformational outcomes (Graen & Uhi-Bien, 1995).

Transformational leadership theory advancement can be aided by a consideration of the task and level of interaction between the leader and subordinate. Training should utilize situational and interactive exercises in developing transformational leaders at a lower level while training at a higher level should focus on enhancing the capacity of the leaders in stimulating subordinates through clearly written communication and formal speech-making processes for mass and generally less frequent communication processes (Lowe et al., 1996).

In conclusion, transformational leadership theory indicated that transformational leaders can influence the employees' conduct with the goal that their conduct can positively affect their performance. As a result, transformational leadership-worker-influencing interactions are viewed as more effective in promoting organizational productivity and performance.

3) Three-component model (TCM) of employee commitment

The TCM of employee commitment (Meyer & Allen, 1991; Meyer & Herscovitch, 2001) presents the relevant theoretical model of employee commitment in relation to the performance of employees.

According to the TCM of employee commitment, employees experience three different types of commitment in varying degrees, and it is vital to think about how different types of commitment may interface with the employees' conduct. The three types of commitment are considered as a part of commitment (Meyer & Allen, 1991).

Under this model, responsibility can be described by various attitudes in specific obligation, cost, and desire (Meyer &

Allen, 1991). Employees with higher affective commitment remain in the organization since they want to; employees with higher normative commitment remain in the organization since they believe they should; and employees with higher continuance commitment remain in the organization since they have to do so (Meyer & Allen, 2004). Accordingly, organizations regularly attempt to cultivate commitment in their employees to accomplish solidness and decrease exorbitant turnover. It is generally accepted that committed employees are more likely to work diligently and go the extra mile to accomplish hierarchical goals (Meyer & Allen, 2004).

Moreover, Meyer and Herscovitch (2001) contended that the TCM of employee commitment consolidates to frame a profile of dedication. Besides that, they suggested that individual conduct differs in unsurprising manners across the profile gatherings. Accordingly, eight potential profile bunches were recognized, where each profile was described by a combination of high or low scores on three parts. The ideal profile for reasons of job performance and retention was unified with solid affective commitment, joined with weak continuance commitment and normative commitment. Continuance commitment (perceived cost) and normative commitment (obligation) included conduct requirements. High scores were expected to have a relieving impact on the effect of “pure” affective commitment. Nevertheless, they found a higher likelihood of staying and performing effectively among employees with complete commitment (such as solid affective commitment, continuance commitment, and normative commitment).

5.4. HYPOTHESES DEVELOPMENT

5.4.1. HRM practices and employee performance

To survive in the current globalized world, it has become imperative for organizations to formulate viable policies and practices to maximize employee job performance, and without that, it is hard to enhance the productivity of the organization and uniquely maximize its employee’s efficiency. Employee job performance can be taken from the perspective of those factors, i.e., HR practices that have

a direct impact on such relationships. Historically, HRM practices (recruitment and selection, training and development, performance appraisal, and compensation and rewards) have been tested and adopted for getting a competitive advantage in the world.

Study reveals employees usually do not utilize their potential adequately which tends to low performance (Wright & McMahan, 1992). HRM can affect its performance through its practices. It can deal with the reinforcement of employees' skills and abilities by defining a better organizational structure. Employee relatively performs low if they are not motivated. HRM practices can influence their motivation in various ways (Zafar et al., 2018) by fulfilling employees' needs which enhances favorable attitudes, and finally improves their performance.

Several meta-analyses have shown a positive connection between HR practices–performance relationships. For example, (Combs et al., 2005) carried out meta-analytic research on HR practices–performance relationship by examining 92 studies from 1990 and 2005. The finding of the research signifies that HR practices do influence performance. More importantly, Posthuma et al. (2013) carried out another meta-analytic study that analyzed 193 peer-reviewed articles that covered numerous countries and cultures across the globe. The reviewed articles were those published from 1992 through 2013. The findings of these studies affirm the relationship between HR practices and performance.

Therefore, HRM practices are critical to the success of organizations because human capital has excellent competencies that make it valuable. Thus, HRM practices have a positive effect on both individuals and organizations. Previous studies have been carried out in different organizational settings like high-tech industrial parks, the materials sector, the banking sector, and universities, etc. Many findings have shown a positive connection between the implementation of HRM practices on the performance of the employees (Hassan, 2016; Tabouli et al., 2016; Al Damoe et al., 2017; Jibrin-Bida et al., 2017; Alkantara & Gift, 2018; Zafar et al., 2018; Hee & Jing, 2018; Mohd Taib et al., 2018; Etaan & Jain, 2019; Ismail et al., 2019; Mira et al., 2019). In this vein, organizations that

embrace HRM practices can accomplish critical HR results. Based on the above discussion, it was hypothesized that:

H1: HRM practices have a significant and positive impact on employee performance.

5.4.2. Transformational leadership and employee performance

The influence of transformational leadership on employee performance has recently become a hot research topic. Many findings have shown a positive and important connection between the implementation of transformational leadership on the performance of the employees (Masa'deh et al., 2016; Nguyen et al., 2017; Aponno et al., 2017; Buil et al., 2019).

Transformational leadership leads to superior positive relationships with subordinates, performance motivation, commitment, and effective leaders. Moreover, it is considered robust across conditions and applicable in different cultures all of which are not apparent in other leadership styles (Ivey & Kline, 2010). Additionally, it is reported that transformational leadership is closely linked to several individual outcomes that are of great importance to the functioning of organizations such as creativity, satisfaction, performance, organizational commitment, work withdrawal, task performance and organizational citizenship behavior, and absenteeism (Cheung & Wong, 2011). Transformational leadership can be seen as a process of developing people who accomplish goals and objectives that in turn lead to the development of the organization. Here the methods used in the process are more important than achieving the goals themselves. This stress on means is what differentiates transformational leadership from other types of leadership (Rao, 2014).

Transformational leaders are characterized by the ability to identify and articulate a vision, provide an appropriate model, foster the acceptance of group goals, communicate high-performance expectations, provide individualized support, and have high levels of charisma (Fitzgerald & Schutte, 2010). Transformational leaders, therefore, use these characteristics to increase followers' performance expectations and transform their personal values and

self-concept into a higher level of needs and aspirations (Cheung & Wong, 2011) by creating a dynamic organizational vision that necessitates a metamorphosis in cultural values to reflect greater innovation (Beugré et al., 2006). Transformational leaders also “motivate followers to achieve performance beyond expectations by transforming followers’ attitudes, beliefs, and values” (Rafferty & Griffin, 2004, p. 330). Therefore, a transformational leadership style can help promote long-term vision, and inspiration, which may also promote incremental contributions of followers through exerting effort beyond the call of duty. Thus, transformational leaders can motivate their followers to exert effort to improve performance. Based on the above discussion, it was hypothesized that:

H2: Transformational leadership style has a significant and positive impact on employee performance.

5.4.3. HRM practices and employee commitment

Prior literature has emphasized the importance of positive organizational action such as HRM practices for increasing the level of employee commitment (Bal et al., 2013). In line with this argument, further assertion can be made that employee perceptions of HRM practices will help manage employee attitudes directed positively towards organizational achievements. Organizational attempts to manage employees by ensuring the implementation of HRM practices that affect them clearly indicate the honest desires of an organization in shaping employee attitudes are favorable to accomplishing the organization’s goals. Therefore, commitment as an employee attitude is found to be impacted by HRM mechanisms, and these impacts might be related to both employee and organizational performance; people make sense of the HRM they experience, and this sense-making might influence their responses in terms of commitment (Kehoe & Wright, 2013). Several meta-analyses have shown a positive connection between the implementation of HRM practices on employee commitment (Yamao & Sekiguchi, 2014; Ahmad et al., 2015; Shipton et al., 2016; Ahmad et al., 2017; Fesharaki & Sehhat, 2018; Razzaq et al., 2017; Rubel et al., 2017;

Fihla & Chinyamurindi, 2018; Pham et al., 2019; Dheera & Krishnan, 2020). Based on the above discussion, it was hypothesized that:

H3: HRM practices have a significant and positive impact on employee commitment.

5.4.4. Transformational leadership and employee commitment

Employees are considered to be the most valuable assets of the organization. In order to valuably utilize that asset their commitment level should be increased, and leadership style is one of the determinants which can influence the commitment level of the workforce (Riaz et al., 2011). Burns (1978) suggests that transformational leaders are able to persuade their followers (employees) to accept a higher vision and to motivate them to support its accomplishment. With charisma as one of the core elements, transformational leaders create a long-term vision and inspire their subordinates to commit (Tyssen et al., 2014) to the organizations' tasks.

So transformational leaders will play a particularly important role because they are likely to have particularly good insights into the needs and concerns of those who report to them. Therefore, when employees feel that these leaders understand their needs and concerns and are willing to help them solve problems, they may not only feel an obligation to reciprocate such positive treatment by supporting organizational goals (Shanock & Eisenberger, 2006) but also a moral obligation to support the organization and its efforts (Meyer & Parfyonova, 2010).

Transformational leaders have a great ability to influence employee commitment by promoting values that are related to goal accomplishment, emphasizing the relationship between the employees' efforts and goal achievement and by creating a greater degree of personal commitment on the part of both followers as well as leaders for the achievement of the ultimate common vision, mission, and goals of the organization. Transformational leaders motivate subordinates to accomplish more by focusing on their values and providing guidelines for aligning their values with the values of the organization.

Previous studies have provided evidence for a positive connection between the implementation of transformational leadership style on employee commitment (Geijsel et al., 2003; Howard, 2005; Nyengane, 2007; Hill et al., 2012; Riaz et al., 2011; Garg & Ramjee, 2013; Tyssen et al., 2014; Ashikali & Groeneveld, 2015). For instance, Howard's (2005) meta-analysis reported that transformational leadership positively correlated with employee commitment. In particular, transformational leadership conveyed a high evaluation of commitment from employees, even though under transformational leaders employees observed an abnormal state of high commitment. In addition, Ashikali and Groeneveld (2015) in a study of a decent variety of administration in Dutch civil service organizations employees showed a noteworthy positive connection between transformational leadership and employees' affective commitment. Also, the results demonstrated that the impact was affected through transformational leadership by supervisors who can be considered as the implementers of diversity management and as agents in creating inclusiveness. In another examination, Nyengane (2007) in a study of employees in an electric utility in South Africa, demonstrated a positive relationship between transformational leadership and employee commitment in terms of affective commitment, continuance commitment, and normative commitment. Based on the above discussion, it was hypothesized that:

H4: Transformational leadership style has a significant and positive impact on employee commitment.

5.4.5. Employee commitment and employee performance

Commitment has been examined as a basis of job performance (Yang et al., 2018). Employee commitment is one of the main support elements regarding the long-term success of the organization (Chai et al., 2016). As committed employees feel a certain bond with the organization, which, in a positive form, makes them more willing to perform. Is happiness the only way to determine whether or not an employee is committed to the company or job? In reality, there are numerous factors that influence how committed employees are to a company. It has been confirmed that the more autonomy and

responsibility that a job has, the less monotonous and dull that job also is and the more likely the worker is to enjoy and feel fulfilled by the work (Daoanis, 2012). Those individuals who feel motivated, challenged, and satisfied in their jobs are much more likely to be committed to a given work environment, company, or organization. Employees with high commitment identify more with the notion of organizational success and are more committed to contributing to that success, and they tend to perform their work better.

Previous studies have shown a positive connection between employee commitment on the performance of employee (Meyer & Maltin, 2010; Rahmayanti et al., 2017; Ribeiro et al., 2018; Astuti et al., 2019; Marhayani & Ibrahim, 2019; Mahfouz et al., 2022). For example, Marhayani and Ibrahim (2019) examined job fulfillment at the Watering Office of Aceh Province, Indonesia, and demonstrated the significant and positive influence of employee commitment on the performance of employees, resulting in enhanced performance at work. In another study, the relationship between employee commitment and employee performance at construction firms in Malaysia was examined. The results indicated a noteworthy connection between employee commitment and employee performance (Mahfouz et al., 2022). Moreover, Meyer and Maltin (2010) demonstrated that the employees' affective commitment significantly influences their success. The employees' continuance commitment was found not significant in predicting the employees' success. Meanwhile, the findings on normative commitment have been rather scarce. Based on the above discussion, it was hypothesized that:

H5: Employee commitment has a positive significant and direct impact on employee performance.

5.4.6. HRM practices, employee commitment, and employee performance

Employee commitment was used as a mediator variable, and then it improved the employee performance (Astuti et al., 2019; Mahfouz et al., 2022). Research had tracked down a positive relevance between HRM practices and employee commitment (Hassan, 2016;

Tabouli et al., 2016; Al Damoe et al., 2017; Jibrin-Bida et al., 2017; Alkantara & Gift, 2018; Zafar et al., 2018; Hee & Jing, 2018; Mohd Taib et al., 2018; Etaan & Jain, 2019; Ismail et al., 2019; Mira et al., 2019). Research had tracked down a positive relevance between HRM practices and employee performance (Yamao & Sekiguchi, 2014; Ahmad et al., 2015; Shipton et al., 2016; Ahmad et al. 2017; Fesharaki & Sehhat, 2018; Razzaq et al., 2017; Rubel et al., 2017; Fihla & Chinyamurindi, 2018; Pham et al., 2019; Dheera & Krishnan, 2020). Besides that, the mediating role of employee commitment in the relationship between HRM practices and the performance of employees was not studied which served as the first identified gap of this study. Based on the above, it was hypothesized that:

H6: Employee commitment mediates the relationship between HRM practices and employee performance.

5.4.7. Transformational leadership, employee commitment, and employee performance

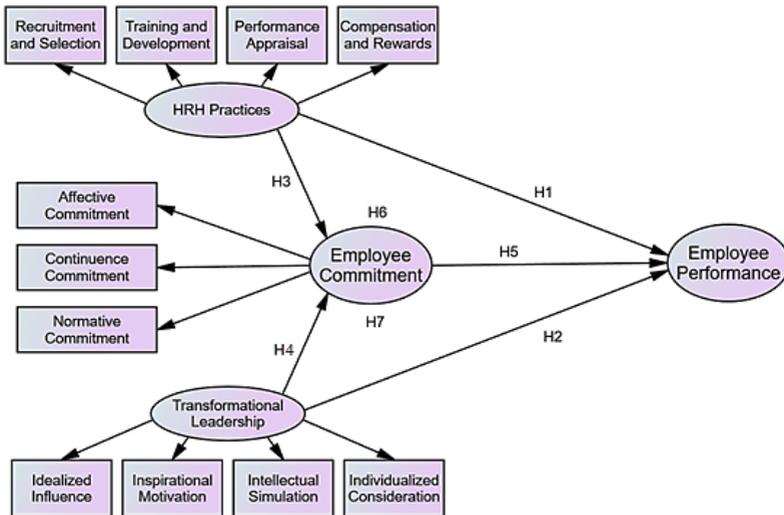
The mediating role of employee commitment was also examined in several past studies that then improved the employee performance. Research had tracked down a positive relevance between transformational leadership and employee commitment (Geijsel et al., 2003; Howard, 2005; Nyengane, 2007; Hill et al., 2012; Riaz et al., 2011; Garg & Ramjee, 2013; Tyssen et al., 2014; Ashikali & Groeneveld, 2015). Research had tracked down a positive relevance between transformational leadership and employee performance (Masa'deh et al., 2016; Nguyen et al., 2016; Aponno et al., 2017; Buil et al., 2019). Besides that, the mediating role of employee commitment in the relationship between transformational leadership and the performance of employees was not studied which served as the second identified gap of this study. Based on the above, it was hypothesized that,

H7: Employee commitment mediates the relationship between transformational leadership and employee performance.

5.5. MODEL OF THE RESEARCH

The model of this research was based on numerous previous empirical studies. Figure 1 shows the influence of HRM practices and transformational leadership on the performance of employees and the mediating role of employee commitment.

Figure 1. Research framework



CHAPTER 6. ORGANIZATIONAL BEHAVIOR RESEARCH

6.1. INTRODUCTION

This chapter presents the determination and the execution of the research design, method of sampling and data collection, research instrument, and research instrument veracity (pre-test, and pilot test) are described. This chapter shows the analysis procedure for the gathered questionnaire data for the field study. This chapter also shows the testing and assessment of the proposed models using SEM. In view of this, the chapter concentrates on

the characteristics of survey respondents and the analysis of the gathered questionnaire data. The procedure of analysis is sorted into four segments. The initial segment shows a report of the field study, which includes the characteristics of survey respondents. The subsequent segment centers on the descriptive statistics of the constructs. The third segment includes the assessment of the model using SEM in testing the fitness indexes, unidimensionality, reliability, validity, normality, and common method variance of the proposed models. Lastly, the fourth segment presents the testing of hypotheses, including the bootstrapping technique. This chapter also focuses on discusses some basic exercises drawn from the study and discusses the contributions of the study. Lastly, the conclusions of the study are presented.

6.2. RESEARCH DESIGN

A research design is a plan or framework that plots the procedures and actions to gather and analyze the data (Sekaran & Bougie, 2016). A descriptive research design¹ using quantitative research² was employed in estimating the relationships among the constructs of this study. As for the quantitative research, a cross-sectional study³ was considered to measure the constructs of this study⁴.

For this study, all data were gathered from the employees of the building construction companies in Jordan from March 2019 to June 2019. The pilot study was conducted in March 2019 whereas the actual study was conducted from April 2019 to June 2019.

For the execution of this quantitative study, the survey method was selected for the current study. There are different types of survey techniques. The current study applied the self-administered

¹ The descriptive research characterizes the attributes of a target population or a current phenomenon using several scientific procedures and methods to gather data and create data structures that characterize the characteristics of the population (Awang, 2012).

² A quantitative research is a valuable approach to finalize the outcomes, specifically to reject or prove a phenomenon (Li et al., 2014).

³ For a cross-sectional study, all data are gathered in a single point of time, which require lesser resources (Sekaran & Bougie, 2016).

⁴ A cross-sectional study was deemed useful for the current study and this selection was made based on several justifications made by Zikmund et al. (2013) as the accompanying: 1) a cross-sectional study is helpful to test the developed hypotheses; 2) data collection can be completed faster and require lesser resources; 3) the data for all constructs can be collected simultaneously.

questionnaire survey technique⁵, specifically the prototypical “pencil and paper” survey, where the respondents in this study were required to read and react straightforwardly to the survey questions.

6.3. METHOD OF SAMPLING AND DATA COLLECTION

The employees of the building construction companies in Jordan represented the target population of this study. However, the sampling frame (the list of employees) was not available for this study. A sampling frame was deemed necessary for this study that considered probability sampling to gather a random sample. Probability sampling should be considered to gather samples in order to meet the requirements of parametric statistical analysis as structural equation modeling (SEM) was utilized for data analysis.

The researcher decided to obtain some 1000 responses to develop the sampling frame. In order to ensure the adequacy of the responses for the sampling frame, the researcher decided to obtain 30% more for the number of respondents to cater for non-response, unreturned questionnaires, and incomplete questionnaires.

As the target respondents were from Jordan, the building construction companies in the Capital Territory, Northern Territory, Central Territory, and Southern Territory (see Figure 2) were picked as the sampling location for the data collection.

Firstly, the building construction companies were randomly selected from each territory. Then, permission for data collection was obtained from the management of every selected company. About 1300 self-administered questionnaire sets were distributed among the respondents of the selected companies using convenience and purposive sampling methods. The respondents were approached as they entered the main office at the end of every month (to collect their salary). The respondents were allowed to complete the survey at their convenience without any pressure. They were then required to seal the completed questionnaire set in the provided envelope to ensure confidentiality. The envelope was then placed into the drop-box located at their main office.

⁵ There are several points of interest in conducting a self-administrated questionnaire survey. This technique can decrease cost with the use of a computer-based tool or program; does not pose interviewer-evaluation apprehension; and allows the respondents to control the pace at which they react (Burn et al., 2017).

Figure 2. Jordanian territories



From a total of 1300 distributed questionnaire sets, 1030 questionnaire sets were returned resulting in a response rate of 79.23% (see Table 5), with 30 incomplete sets, where a response rate of 50% or above is satisfactory for surveys (Creswell, 2014). As a result, the sampling frame for this study was developed based on 1000 completed and usable questionnaire sets.

Table 5 presents the main survey results of the building construction companies, specifically the percentages of employees of the building construction companies in Jordan for each territory (Jordanian Social Security Corporation, 2017), the number of distributed questionnaire sets during the field study for each territory, the number of returned questionnaire sets for each territory, and the percentage of response rate for each territory.

Table 5. Summary of developing the sampling frame for this study and summary of response rate

No.	Territory for the building construction companies in Jordan	Percentage of employees for the territory^a	Percentage of respondents to sample for the territory^b	Questionnaire distributed	Questionnaire returned	Response rate (%)
1	Capital Territory	75%	75%	$(75\% * 1300) / 100\% = 975$	758	77.74%
2	Northern Territory	10%	10%	$(10\% * 1300) / 100\% = 130$	97	74.61%
3	Central Territory	10%	10%	$(10\% * 1300) / 100\% = 130$	118	90.76%
4	Southern Territory	5%	5%	$(5\% * 1300) / 100\% = 65$	57	87.69%
	The total	100%	100%	1300	1030	79.23%

Note: a. The percentage of employees in building construction companies for each territory is after excluding the employees for the four building construction companies in the pilot study.

b. The percentage of respondents to sample for each territory depends on the percentage of employees of the building construction companies in Jordan for each territory.

c. The four building construction companies in the pilot study stage have been excluded from the building construction companies in the field study stage.

Source: Jordanian Social Security Corporation (2017).

The complex models require larger samples to ensure the reliability of the outcomes since the models contain more parameters for analysis. Therefore, the appropriate sample size for SEM ranges from 150 to 400 (Hair et al., 2010, 2014). For the current study, a simple random sampling technique was employed to obtain a target sample size of 300 from the sampling frame that consisted of 1000 employees.

6.4. RESEARCH INSTRUMENT

For the current study, a close-ended structured questionnaire was considered to gather the primary data. A close-ended structured questionnaire was selected because it can encourage the respondents to respond quicker and allows effective data coding for data analysis (Sekaran & Bougie, 2016).

The items for each construct were developed and tested in various numerous past studies from multifaceted perspectives. The instrument was designed in English before it was translated into Arabic given the focus on the study on the employees of building construction companies in Jordan. An introductory letter that clarified the purpose of the survey was attached to every questionnaire set. All survey responses were kept anonymous and confidential. Before the questionnaire sets were distributed, an Arabic expert panel was appointed to review and audit the instrument in terms of content and syntax botches.

The initial segment of the instrument focused on the demographic profile of respondents, which included their age, educational level, job title, current job position, length of service in the present company, years of experience, monthly salary, employment status, nationality, and the location of their company (according to the territory).

Besides that, the instrument for the pilot study consisted of 101 items, excluding the questions on the demographic profile of respondents. There were four main sections, and every section included its own guidance to guide the respondents. After the pilot study, the final version of the instrument consisted of four sections

and a total of 84 items (excluding the questions on the demographic profile of respondents), which were subjected to the field study.

Section A, which focused on the performance of employees, consisted of 15 items that were adapted from Tabouli et al. (2016), Raza et al. (2017), Hee and Jing (2018), and López and Tello (2018). The measurement of the performance of employees was subjective⁶. In terms of the measurement approach of employee performance, this study has measured employee performance as a one-dimensional construct with several items; in order to capture and allow the best explanatory power of the construct (Ismail et al., 2019; Mira et al., 2019). Section B, which focused on HRM practices, consisted of 28 items that were adapted from Tabouli et al. (2016), and Al Damoe et al. (2017). Section C focused on transformational leadership and consisted of 23 items that were adapted from Geijssel et al., (2003) and Nyengane (2007). Section D focused on employee commitment and consisted of 18 items that were adapted from Wallace et al. (2013).

The respondents were required to indicate their level of agreement for all items according to the 10-point rating scale, with the endpoints of “strongly disagree” (1) and “strongly agree” (10). According to Coelho and Esteves (2007), the 10-point rating scale gives better analysis than what a five-point rating scale offers, as the 10-point rating scale offers higher discriminant validity and convergent validity (Coelho & Esteves, 2007). Furthermore, (Awang et al., 2015) also proposed utilizing a 10-point interval scale, as the data measure is more independent and meets the arrangement of the questionnaire in the actual survey.

6.5. RESEARCH INSTRUMENT VERACITY

To verify the veracity of the research instrument before the actual study will be conducted, this research has two stages namely the pre-test and pilot test of the survey.

⁶ Subjective performance alludes to self-announced execution that depends on individual raters' own judgment of their own execution or their impression of the organization's execution. Subjective performance can be appraised by the employee (self-evaluated execution) or colleagues or leader (other-rated). There are several factors that influence subjective performance, such as others' negative or positive emotional state, relationships with colleagues and supervisors, and perceived authoritative support (Nielsen et al., 2017).

6.5.1. Pre-test

A pre-test is a screening method that includes a preliminary run with a gathering of respondents to determine some basic issues regarding the directions of a survey (Zikmund et al., 2013). The pre-test highlights any concerns related to the instrument, such as irritating thoughts or unsatisfactory wording (Presser et al., 2004).

Before the pre-test, several academic lecturers first reviewed the developed instrument in terms of content validity and clarity of the guidelines and queries. Their remarks and feedback were utilized to revise the instrument. Furthermore, expert views are included in subjects like working on the scale and questions in the pre-test. Expert views are necessary to scrutinize and decide out-of-normal objects while computing the variables.

As this study was conducted in Jordan, where the official language is Arabic, the translation of the developed instrument into Arabic was required. Saunders and Lewis (2012) expressed that translating a questionnaire into another dialect or language should be done cautiously, particularly when it comes to punctuation, sentence structure, and lexical, informal, and experiential words. For that, prior to the pre-test, the developed instrument was sent to a translator expert panel. The questionnaire was translated from English to Arabic considering the background of the respondents.

The pre-test, which was conducted at the building construction companies in Jordan, involved a total of five respondents who had similar backgrounds to the actual respondents in order to identify any issues with the instructions or questionnaire design. With that, the identified issues can be resolved before the field study, and content validity can be achieved.

6.5.2. Pilot study

A pilot test improves the survey plan and identifies areas of deficiency. This can improve the quality and validity of the instrument (Hair et al., 2014). Prior to the actual survey, a pilot test was performed to assess the items and their dimensionality, determine the appropriate sample size, examine the reliability of the measures,

and validate the overall instrument. The pilot test involved 100 respondents with similar backgrounds to the target respondents. The respondents were randomly picked from the building construction companies. The respondents were selected randomly by choosing one company from each territory, then those four companies (one company from each territory) have been excluded from the field study to avoid the same respondents being selected again for the field study. For the pilot test, the gathered data were analyzed using IBM SPSS (version 25.0) for exploratory factor analysis (EFA), and for internal reliability analysis.

Exploratory factor analysis (EFA)

EFA is a measurable method to accomplish two essential outcomes, namely data summarizing and data reduction (Tabachnick & Fidell, 2013). In particular, data summarizing means determining a suitable structure for the constructs under specific logic factors, while data reduction is a procedure that eliminates uncorrelated items and decreases the number of items for each construct. EFA identifies, decreases, and organizes a large number of items into specific constructs for the independent variables of the study.

The application of EFA is necessary when the dimensionality of objects has been modified from preceding studies of where the measurements were developed. The dimensionality of items may change when the current study differs from the preceding studies in terms of the field of study, country, and even the financial circumstances of the population. The other factor that drives the need to apply EFA is the duration between the present study and the preceding studies. The outcomes of prior studies may not be useable at present.

Firstly, the Kaiser-Meyer-Olkin (KMO) test and Bartlett's test of sphericity were performed to confirm the appropriateness of the collected data for factor analysis. These two tests aim to gauge the sampling adequacy and to decide the factorability of the matrix or data index in general. Following that, principal component analysis, specifically with the varimax rotation technique, was performed to identify the underlying scopes of the items and separate the basic factors. The extraction of components was conducted through principal component analysis that recognizes the appropriate number

of factors to be retained. Also, the varimax rotation technique is well known and appropriate orthogonal rotation technique that can clarify the analysis of factors (Hair et al., 2014). Additionally, the varimax rotation method has been demonstrated as an effective analytic means to deal with getting the orthogonal rotation of the factors. Items with factor loading of below 0.60, which were deemed not significant, were removed (Awang et al., 2015).

At this point, EFA was individually performed for each construct. Before further examination of EFA could be directed. Firstly, the estimation of KMO should be higher than 0.50. Secondly, Bartlett's test of sphericity should be large and statistically significant at $p < 0.001$ (Hair et al., 2014). Thus, the constructs of employee performance, HRM practices, transformational leadership, and employee commitment were subjected to the analysis, as revealed in Table 6.

Table 6. Results of examination of constructs for EFA suitability

Construct	KMO (> 0.50)	Bartlett's test of sphericity
Employee performance	0.965	0.000
HRM practices	0.729	0.000
Transformational leadership	0.780	0.000
Employee commitment	0.738	0.000

Table 7 presents the EFA results, which indicated the number of items for each construct. The items for each construct decreased through the extraction procedure. Only the retained items were included in the actual survey. Therefore, the final version of the questionnaire for the actual survey consisted of 84 items (refer to research instrument subsection), excluding the questions on the demographic profile of the respondents.

Table 7. Items retention results from EFA

No.	Constructs	Items before running EFA	No. of items dropped	No. of items retained after running EFA
1	Employee performance	23	8	15
2	HRM practices	36	8	28
3	Transformational leadership	24	1	23
4	Employee commitment	18	0	18

Internal reliability analysis

After the EFA, the reliability test was performed to assess the internal consistency based on Cronbach's alpha. Reliability is utilized to ensure that the research instruments are free from random error without bias (Sekaran & Bougie, 2016). The most broadly perceived estimation used to determine internal consistency is Cronbach's coefficient alpha which ranges from 0 to 1 (De Vaus, 2002). Cronbach's alpha of 0.70 or above generally demonstrates adequate internal consistency (Zikmund & Babin, 2010; Hair et al., 2014).

The estimation of Cronbach's alpha reflects the internal reliability of the retained items in estimating the corresponding latent construct. The internal reliability or internal consistency shows how solid the specific items hold together in estimating the corresponding construct. Table 8 introduces Cronbach's alpha for each dimension estimating the HRM practices, transformational leadership, employee commitment, and the performance of employees.

Table 8. Cronbach's alpha for internal reliability for the constructs

No.	Construct	No. of items	Cronbach's alpha
1	Employee performance construct	15	0.975
2	HRM practices construct:	28	0.899
	a) Recruitment and selection	4	0.752
	b) Training and development	10	0.935
	c) Performance appraisal	8	0.900
	d) Compensation & rewards	6	0.868
3	Transformational leadership construct:	23	0.880
	a) Idealized influence	8	0.928
	b) Inspirational motivation	4	0.799
	c) Intellectual stimulation	5	0.868
	d) Individualized consideration	6	0.868
4	Employee commitment construct:	18	0.852
	a) Affective commitment	6	0.874
	b) Continuance commitment	6	0.896
	c) Normative commitment	6	0.868

6.6. FIELD STUDY

A field study is required to lead the actual study to validate the items using confirmatory factor analysis (CFA). All data were collected through the self-administered questionnaire survey (see Method of Sampling and Data Collection Subsection). For the field study, the gathered data were analyzed using IBM SPSS (version 25.0) and the analysis of moment structure (AMOS) program (version 24). IBM SPSS was utilized for descriptive analysis, and AMOS programming was utilized for structural equation modeling (SEM)⁷.

Descriptive analysis was performed to summarize or describe the characteristics of the survey respondents and to gather the descriptive statistics of the respondents' responses (Burn et al.,

⁷ SEM was introduced to analyze the interrelationships of factors in a single model. SEM is the most proper tool for the confirmatory approach or hypothesis testing. Hair et al. (2014) highlighted three primary attributes of SEM, which include measuring multiple and interrelated dependence relationships, incorporating latent constructs that cannot be directly estimated, and defining a model. A latent construct is known as an unobserved construct since it cannot be directly estimated, unless it is represented by the observable or measurable items. There are two types of latent constructs, namely exogenous and endogenous constructs. Exogenous constructs are known as independent constructs that are not clarified by other constructs in the model. Endogenous constructs are known as dependent constructs that are hypothetically controlled by the variables in the model.

2017). It includes minimum, maximum, frequency distribution, mean, and standard deviation (SD). Frequency distribution was utilized to group the data of the characteristics of the survey respondents, while minimum, maximum, standard deviation, and mean were utilized to uncover the general pattern of the respondents' responses. SEM was performed using AMOS programming to evaluate the measurement model in terms of model fit, unidimensionality, validity, and reliability (see Results and Findings Subsection) and to evaluate the structural model for hypothesis testing and mediation testing⁸. The results of the analysis are talked about in the underneath subsections.

6.7. CHARACTERISTICS OF SURVEY RESPONDENTS

For this study, the data from an aggregate of 300 employees were analyzed. The results in Table 9 present the demographic profile of the respondents. Of the participating employees' age of building construction companies in Jordan, 24.7% were below 20 years old, 47.3% were 21–30 years old, 19.3% were 31–40 years old, 7.3% were 41–50 years old, 1.3% were above 51 years old. An aggregate of 56% of the respondents held a vocational training institute, 33.7% held a Diploma, 9.7% held a Bachelor's degree, and 0.7% held a Master's degree. As for the job title, the majority of respondents were builders 42.3%, followed by paving jobs 14.3%, mechanistic jobs 13.7%, decoration work 11.3%, painter jobs 9.3%, and lastly, electrician jobs 9.0%. An aggregate of 53% of the respondents held an employee position, 8% held a manager position, 24% held an inspection position, and 15% held a supervisor position.

An aggregate of 52% of the respondents had a length of service of two years and below in the present company, 25% had 3–6 years, 13% had 7–10 years, 2% had 11–14 years, 4% had 15–18 years, and 4% had 19 years and above in the present company. The majority of respondents had work experience of two years and

⁸ In SEM, there are two models, which are measurement model and structural model. The measurement model shows the relationships of the estimated items and their underlying latent construct, which was assessed by conducting CFA. The structural model shows the interrelationships of constructs in the model with respect to the developed hypotheses in the hypothetical framework.

below with 35.7%, 22.7% had 3–6 years, 19% had 7–10 years, 8.7% had 11–14 years, 7% had 15–18 years, and 7% had 19 years and above. Most of the respondents in this study recorded a monthly salary of below JOD250 with 37.7%, 26% recorded a monthly salary range of JOD250–349, 14% recorded a monthly salary range of JOD350–449, 9.3% recorded a monthly salary range of JOD450–549, 7.7% recorded a monthly salary range of JOD550–649, and 5.3% recorded a monthly salary of above JOD650. Respondents with permanent employment status represented the majority with 86.3%, while only 13.7% had contract employment status. A majority of 83.7% of the respondents were from companies in the Capital Territory, 3% from companies in the Southern Territory, 7% from companies in the Northern Territory, and 6.3% from companies in the Central Territory. All respondents were Jordanian employees; thus, similar characteristics in terms of intention to work and perception regarding the work were assumed.

Table 9. Profile of respondents (Part 1)

<i>Category</i>		<i>Frequency (N = 300)</i>	<i>Percentage</i>	<i>Valid percent</i>	<i>Cumulative percent</i>
Age	Below 20 years old	74	24.7	24.7	24.7
	21–30 years old	142	47.3	47.3	72.0
	31–40 years old	58	19.3	19.3	91.3
	41–50 years old	22	7.3	7.3	98.7
	Above 51 years old	4	1.3	1.3	100.0
	Total	300	100.0	100.0	
Highest educational level	Vocational training institute	168	56.0	56.0	56.0
	College (diploma)	101	33.7	33.7	89.7
	Bachelor's degree	29	9.7	9.7	99.3
	Postgraduate (Master)	2	0.7	0.7	100.0
	Total	300	100.0	100.0	
Job title	Builder	127	42.3	42.3	42.3
	Electrician	27	9.0	9.0	51.3
	Painter	28	9.3	9.3	60.7
	Pave	43	14.3	14.3	75.0
	Mechanistic	41	13.7	13.7	88.7
	Decoration works	34	11.3	11.3	100.0
	Total	300	100.0	100.0	

Table 9. Profile of respondents (Part 2)

Category		Frequency (N = 300)	Percentage	Valid percent	Cumulative percent
Current position	Manager	24	8.0	8.0	8.0
	Supervisor	45	15.0	15.0	23.0
	Inspection	72	24.0	24.0	47.0
	Labourer	159	53.0	53.0	100.0
	Total	300	100.0	100.0	
Length of service in the present company	2 years and below	156	52.0	52.0	52.0
	3–6 years	75	25.0	25.0	77.0
	7–10 years	39	13.0	13.0	90.0
	11–14 years	6	2.0	2.0	92.0
	15–18 years	12	4.0	4.0	96.0
	19 years and above	12	4.0	4.0	100.0
	Total	300	100.0	100.0	
Years' experience	2 years and below	107	35.7	35.7	35.7
	3–6 years	68	22.7	22.7	58.3
	7–10 years	57	19.0	19.0	77.3
	11–14 years	26	8.7	8.7	86.0
	15–18 years	21	7.0	7.0	93.0
	19 years and above	21	7.0	7.0	100.0
	Total	300	100.0	100.0	

Table 9. Profile of respondents (Part 3)

Category		Frequency (N = 300)	Percentage	Valid percent	Cumulative percent
Monthly salary range	Below JOD250	113	37.7	37.7	37.7
	JOD250–349	78	26.0	26.0	63.7
	JOD350–449	42	14.0	14.0	77.7
	JOD450–549	28	9.3	9.3	87.0
	JOD550–649	23	7.7	7.7	94.7
	Above JOD650	16	5.3	5.3	100.0
	Total	300	100.0	100.0	
Employment status	Permanent	259	86.3	86.3	86.3
	Contract	41	13.7	13.7	100.0
	Total	300	100.0	100.0	
Location of respondents' company according to zone	Capital Territory	251	83.7	83.7	83.7
	Northern Territory	21	7.0	7.0	90.7
	Central Territory	19	6.3	6.3	97.0
	Southern Territory	9	3.0	3.0	100.0
	Total	300	100.0	100.0	
Nationality	Jordanian	300	100.0	100.0	100.0
	Others	0	0.0	0.0	100.0
	Total	300	100.0	100.0	

6.8. RESULTS AND FINDINGS

6.8.1. Descriptive statistics

This segment explores the mean scores, standard deviations (SD), and minimum and maximum values of the items of the performance of employees, HRM practices, transformational leadership, and employee commitment. The items of each construct were arranged in descending order according to their mean scores. Items with high mean scores are commonly viewed as important and special consideration is given to any erasure of these items.

The performance of employees was estimated using 15 items. As shown in Table 10, the mean value of all items was recorded at 7.898, which showed a significant level of agreement among the respondents on the performance of employees of building construction companies in Jordan. Among the 15 items, “EP5” achieved the highest level of agreement (mean = 8.56; SD = 1.339), and “EP7” recorded the least agreement from the respondents (mean = 7.12; SD = 1.756). Moreover, the recorded standard deviations ranged between 1.286 and 1.756, which showed the level of variation under normal distribution, as recommended by Burn and Bush (2010)⁹.

⁹ Burn and Bush (2010) proposed the normal curve interpretation of the standard deviation that indicate the range of one standard deviation above and one standard deviation below the midpoint incorporated 68% of the total area underneath the curve. In particular, ± 1.64 standard deviations are related to 90% of the bell-shaped curve area; ± 1.96 standard deviations are compared to 95% of the area underneath the curve; ± 2.58 standard deviations portray the range in which 99% of the area underneath the curve; and ± 3.00 standard deviations are related to 99.7% of the area underneath the curve.

Table 10. Mean rating score and standard deviation (SD) of employee performance

<i>Variable/items</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>SD</i>
Employee performance (15 items)	1	10	7.898	1.506
I manage to execute my work well in this company (EP5)	3	10	8.56	1.339
I manage to plan my work well in this company (EP4)	3	10	8.29	1.286
I can deal confidently with my colleagues (EP15)	1	10	8.15	1.452
I have the dedication, seriousness, and ability to take responsibility (EP1)	3	10	8.12	1.391
I am always busy with my tasks in this company (EP11)	1	10	8.04	1.576
I was able to obtain solutions for all jobs assigned to me (EP14)	1	10	8.03	1.713
I manage to achieve the target set for me by the company (EP3)	4	10	7.95	1.451
The company provides incentives for good performance (EP8)	2	10	7.91	1.436
My working hours are adequate to complete my job properly (EP13)	1	10	7.85	1.581
I consider the job scope given to me interesting (EP12)	2	10	7.82	1.488
I feel satisfied to perform my duty for this company (EP2)	1	10	7.78	1.441
I can complete a given task before the stipulated time (EP9)	2	10	7.77	1.415
I can get along and work well with other employees (EP10)	1	10	7.60	1.569
I am motivated to work extra hours to finish my task (EP6)	1	10	7.48	1.705
The company gives recognition to employees who perform well (EP7)	1	10	7.12	1.756

Four components were utilized to estimate HRM practices as presented in Table 11. Among these four components of HRM practices, training, and development scored the most noteworthy mean (average mean score = 8.053; SD = 1.458), followed by performance appraisal (average mean score = 7.985; SD = 1.604), trailed by recruitment and selection (average mean score = 7.94; SD = 1.441), and lastly, compensation and rewards (average mean score = 7.624; SD = 1.928). This suggests that respondents generally assessed training and development very well, as compared to the other components of HRM practices. Moreover, the recorded standard deviations for these components of HRM practices ranged from 1.441 to 1.928 which showed the level of variation under normal distribution, as proposed by Burn and Bush (2010).

Four components were utilized to estimate transformational leadership as presented in Table 12. Among these four components of transformational leadership, inspirational motivation scored the most noteworthy mean (average mean score = 8.127; SD = 1.439), followed by intellectual stimulation (average mean score = 8.004; SD = 1.466), trailed by individualized consideration (average mean score = 7.978; SD = 1.604), and lastly, idealized influence (average mean score = 7.816; SD = 1.793). This suggests that respondents generally assessed inspirational motivation very well, as compared to the other components of the transformational leadership style. Moreover, the recorded standard deviations for these components of transformational leadership style ranged from 1.439 to 1.793, which showed the level of variation under normal distribution, as proposed by Burn and Bush (2010).

Three components were utilized to estimate employee commitment as presented in Table 13. Among these three components of employee commitment, affective commitment scored the most noteworthy mean (average mean score = 8.041; SD = 1.479), trailed by continuance commitment (average mean score = 7.948; SD = 1.603), and lastly, normative commitment (average mean score = 7.737; SD = 1.884). This suggests that respondents generally assessed affective commitment very well, as compared to the other components of employee commitment. Moreover, the recorded standard deviations for these components of employee commitment ranged from 1.479 to 1.884, which showed the level of variation under normal distribution, as proposed by Burn and Bush (2010).

Table 11. Mean rating score and standard deviation (SD) of HRM practices (Part 1)

<i>Variable/items</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>SD</i>
HRM practices (28 items)	1	10	7.901	1.608
Training and development (10 items)	2	10	8.053	1.458
Employees receive training throughout their professional careers (TD4)	2	10	8.32	1.385
The organization has good development programs (TD9)	4	10	8.21	1.316
Organizational training is evaluated by participants (TD1)	3	10	8.13	1.434
The organization adopts an extensive training program to provide employees with abilities (TD6)	3	10	8.06	1.436
The organization adopts extensive training program to provide employees with knowledge (TD7)	3	10	8.06	1.457
The organization stimulates the application of knowledge (TD3)	3	10	8.05	1.485
Employee training covers all the personnel in the organization (TD10)	3	10	8.01	1.488
The organization stimulates learning of knowledge (TD2)	4	10	8.01	1.455
The organization has good training programs (TD8)	3	10	7.94	1.465
The organization adopts an extensive training program to provide employees with skills (TD5)	2	10	7.75	1.659
Performance appraisal (8 items)	1	10	7.985	1.604
Competencies of individuals influence the competence of the organization (PA8)	3	10	8.29	1.571
The organizational competency-based performance appraisal provides the basis for an employee development plan (PA3)	1	10	8.16	1.526
The organizational competency-based performance appraisal is the basis for decisions about job promotion (PA4)	1	10	8.12	1.581
The organization discusses competency-based performance appraisal results with its employees (PA2)	1	10	8.05	1.608
Performance appraisal systems provide a framework to ensure all people are working to the organizational objectives (PA6)	1	10	8.00	1.559

Table 11. Mean rating score and standard deviation (SD) of HRM practices (Part 2)

<i>Variable/items</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>SD</i>
Performance appraisal systems provide a framework to ensure all people are working to the organizational objectives (PA6)	1	10	8.00	1.559
The organization discusses competency-based performance appraisal criteria with its employees (PA1)	1	10	7.96	1.599
Performance management systems develop the competencies of individuals' abilities (PA7)	1	10	7.90	1.645
The organizational competency-based performance appraisal is the basis for decisions for salary increases (PA5)	1	10	7.40	1.746
Recruitment and selection (4 items)	2	10	7.94	1.441
All appointments in this organization are based on merit (i.e., the best person for the job is selected) (RS4)	4	10	8.22	1.367
The recruitment process in this organization is impartial (RS2)	2	10	7.87	1.541
The organization has competitive recruitment processes that attract competent people (RS1)	3	10	7.87	1.405
The selection process in this organization is impartial (RS3)	2	10	7.80	1.453
Compensation and rewards (6 items)	1	10	7.624	1.928
My salary is compatible with my skills, training, and education (CR2)	3	10	8.16	1.571
The organization remunerates me according to the remuneration levels offered by the private sector (CR3)	1	10	7.82	1.804
The organization considers the expectations of its employees when designing a system of employee rewards (CR4)	1	10	7.67	2.051
Salary increase encourages employees to participate in quality improvement (CR6)	1	10	7.57	1.870
The organization considers the suggestions of its employees when designing a system of employee rewards (CR5)	1	10	7.43	2.072
I get incentives such as promotions, commissions, awards, bonuses, etc. (CR1)	1	10	7.09	2.203

Table 12. Mean rating score and standard deviation (SD) of transformational leadership (Part 1)

<i>Variable/items</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>SD</i>
Transformational leadership (23 items)	1	10	7.981	1.576
Inspirational motivation (4 items)	2	10	8.127	1.439
Expresses confidence that goals will be achieved (IM4)	2	10	8.32	1.385
Talks optimistically about the future (IM1)	3	10	8.13	1.434
Articulates a compelling vision of the future (IM3)	3	10	8.05	1.485
Talks enthusiastically about what needs to be accomplished (IM2)	4	10	8.01	1.455
Intellectual simulation (5 items)	2	10	8.004	1.466
Stimulate employees to try out new didactical methods (IS5)	4	10	8.21	1.316
Gets me to look at problems from many different angles (IS2)	3	10	8.06	1.436
Suggests new ways of looking at how to complete assignments (IS3)	3	10	8.06	1.457
Create opportunities for employees to develop professionally (IS4)	3	10	7.94	1.465
Re-examines critical assumptions to question whether they are appropriate (IS1)	2	10	7.75	1.659
Individualized consideration (6 items)	1	10	7.978	1.604
Take my educated opinions seriously (IC6)	3	10	8.29	1.571
Spends time teaching and coaching (IC1)	1	10	8.16	1.526
Treats me as an individual rather than just as a member of a group (IC2)	1	10	8.12	1.581
Helps me to develop my strengths (IC4)	1	10	8.00	1.559
Shows him/her appreciation for the work I do (IC5)	1	10	7.90	1.645
Considers me as having different needs, abilities, and aspirations from others (IC3)	1	10	7.40	1.746

Table 12. Mean rating score and standard deviation (SD) of transformational leadership (Part 2)

<i>Variable/items</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>SD</i>
Idealized influence (8 items)	1	10	7.816	1.793
Talks about the most important values and beliefs (II5)	1	10	8.21	1.765
Considers the moral and ethical consequences of decisions (II7)	1	10	8.17	1.500
Emphasizes the importance of having a collective sense of mission (II8)	1	10	7.96	1.599
Specifies the importance of having a strong sense of purpose (II6)	1	10	7.79	1.746
Displays a sense of power and confidence (II4)	1	10	7.72	1.743
Instills pride in me for being associated with him/her (II1)	1	10	7.67	2.051
Acts in ways that build my respect (II3)	1	10	7.57	1.870
Goes beyond self-interest for the good of the group (II2)	1	10	7.43	2.072

Table 13. Mean rating score and standard deviation (SD) of employee commitment (Part 1)

<i>Variable/items</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>SD</i>
Employee commitment (18 items)	1	10	7.909	1.655
Affective commitment (6 items)	2	10	8.041	1.479
I feel a sense of belonging to my organization (AC3)	2	10	8.32	1.385
I feel like part of the family at my organization (AC5)	3	10	8.06	1.436
I have a great deal of personal meaning towards the organization (AC6)	3	10	8.06	1.457
I feel as if the organization's problems are my own (AC2)	3	10	8.05	1.485
I am happy to spend the rest of my career with this organization (AC1)	4	10	8.01	1.455
I feel emotionally attached to this organization (AC4)	2	10	7.75	1.659

Table 13. Mean rating score and standard deviation (SD) of employee commitment (Part 2)

<i>Variable/items</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>SD</i>
Continuance commitment (6 items)	1	10	7.948	1.603
Much of my life would be disrupted if I decided to leave my organization now (CC3)	1	10	8.16	1.526
I feel that I have few options to consider for leaving this organization (CC4)	1	10	8.12	1.581
It would be hard for me to leave my organization right now, even if I wanted to (CC2)	1	10	8.05	1.608
I still working in this organization because of the scarcity of available alternatives (CC6)	1	10	8.00	1.559
Right now, staying with my organization is a matter of necessity and desire (CC1)	1	10	7.96	1.599
I am putting much of myself into this organization (CC5)	1	10	7.40	1.746
Normative commitment (6 items)	1	10	7.737	1.884
I owe a great deal to my organization (NC6)	1	10	8.21	1.765
I feel obligatory to remain with my current employer (NC1)	1	10	7.82	1.804
I would stay at my organization right now because I have a sense of obligation to the people in it (NC5)	1	10	7.72	1.743
Even if it were to my advantage, I feel it would be right to stay at my organization now (NC2)	1	10	7.67	2.051
This organization deserves my loyalty (NC4)	1	10	7.57	1.870
I would feel pleased if I stay at my organization now (NC3)	1	10	7.43	2.072

In summary, the descriptive statistics results for employee performance, HRM practices, transformational leadership, and employee commitment showed the level of variation under normal distribution, as recommended by Burn and Bush (2010). At that point, SEM was led.

6.8.2. Measurement model

A measurement model outlines the connection between the measured items and their underlying latent construct, which can be assessed through CFA (Awang, 2015). Through CFA, the measurement model, which is developed using EFA, can be evaluated (Hair et al., 2014).

There are a few significant rules that should be taken into consideration for CFA in SEM. Firstly, when CFA is performed, the fitness indexes of the measurement model should be examined. If the fitness indexes of the measurement model do not achieve the necessary level, factor loading for every item in the measurement model should be examined. In order to address this issue (Awang et al., 2015) asserted removing one of the items with lower factor loading, and a new measurement model is operated. When the measurement model accomplishes the necessary degree of goodness-of-fit¹⁰, the following stage involves acquiring the unidimensionality¹¹, validity¹², and reliability¹³ of each construct in

¹⁰ There are several indicators of goodness-of-fit for the assessment of measurement model, which are absolute fit indexes, incremental fit indexes, and parsimony fit indexes. However, there is no exclusive understanding on the specific utilization of these fitness indexes. In fact, utilizing at least one fitness index from every classification of model fit is generally acknowledged (Hair et al., 2010, 2014). As indicated by (Awang, 2015), the most recommended indexes that are frequently reported in literature are RMSEA and its level of acceptance (< 0.08), goodness-of-fit-index (GFI) and its level of acceptance (> 0.90), comparative fit index (CFI) and its level of acceptance (> 0.90), and Chi-square/df and its level of acceptance (< 3.0).

¹¹ Unidimensionality clarifies multiple estimated variables under a single underlying construct. Hair et al. (2014) characterized unidimensionality when the estimated items record satisfactory factor loadings (exceed 0.60) and all factor loadings are positive.

¹² Validity is the capacity of an instrument for each construct to estimate what is intended to measure. There are three types of validity required in the assessment of measurement model, namely convergent validity, construct validity, and discriminant validity. Convergent validity is a procedure to check the concept validity, where the statement of construct reflects a theoretic view to explain a certain phenomenon (Hair et al., 2014). Convergent validity can be examined in terms of AVE. The estimation of AVE should be 0.50 or higher. The construct validity is attained when the fitness indexes for a construct achieve the necessary level (Awang, 2015). The discriminant validity indicates the measurement model of a construct is free from redundant items.

¹³ Reliability is the degree of how reliable the said measurement model in estimating the proposed latent constructs (Awang, 2015). The reliability for a measurement model can be determined in terms of composite reliability (CR) and average variance extracted (AVE). In particular, CR, which

the measurement model. In any case, the unidimensionality evaluation should be made first before validity and reliability are evaluated (Hair et al., 2017).

The measurement model was assessed by using CFA for every exogenous construct then a pooled CFA was performed. These steps are presented in more detail underneath:

The CFA for the second-order constructs

CFA was first performed to validate three second-order constructs (i.e., HRM practices, transformational leadership, and employee commitment). Based on the inclusive fitness indexes presented in Table 14, inclusive fit indices involving CFI (> 0.90), TLI (> 0.90), RMSEA (< 0.08), and Chi-square/df (< 3.0) met the edge esteems. In this vein, the measurement model of HRM practices, transformational leadership, and employee commitment accomplished the necessity for construct validity. Thus, these three second-order constructs were simplified into first-order constructs using the item-parceling technique.

Table 14. The inclusive fit of the CFA for the second-order constructs with parceling model

<i>Measurement model</i>	<i>CFI</i>	<i>TLI</i>	<i>RMSEA</i>	<i>Chi-square/df</i>	<i>P-value</i>
HRM practices	0.915	0.905	0.079	2.876	0.000
Transformational leadership	0.925	0.914	0.079	2.885	0.000
Employee commitment	0.947	0.935	0.077	2.790	0.000

The second-order construct items indicated a good level (factor loading above 0.60) and measurement validity. As all the average variance extracted (AVE) and composite reliability (CR) values exceeded their edge estimations of 0.5 and 0.6, respectively, adequate convergent validity and CR for HRM practices, transformational leadership, and employee commitment were reaffirmed as presented in Table 15, Table 16, and Table 17, respectively.

substitutes the estimated inner reliability, should be equal to 0.6 and above to attain adequate construct reliability. Meanwhile, AVE is the level of variation clarified by the items in a construct. In particular, AVE of 0.5 and above is required to attain adequate reliability (Hair et al., 2014).

Table 15. The factor loading, AVE, and CR for HRM practices (Part 1)

<i>Items statement for HRM practices construct</i>	<i>Factor loading</i>	<i>AVE</i>	<i>CR</i>
HRM practices		0.647	0.980
Recruitment and selection (RS)		0.8068	0.943
The organization has competitive recruitment processes that attract competent people (RS1)	0.84		
The recruitment process in this organization is impartial (RS2)	0.90		
The selection process in this organization is impartial (RS3)	0.91		
All appointments in this organization are based on merit (i.e., the best person for the job is selected) (RS4)	0.94		
Training and development (TD)		0.614	0.9407
Organizational training is evaluated by participants (TD1)	0.83		
The organization stimulates learning of knowledge (TD2)	0.87		
The organization stimulates the application of knowledge (TD3)	0.82		
Employees receive training throughout their professional careers (TD4)	0.66		
The organization adopts extensive training program to provide employees with skills (TD5)	0.74		
The organization adopts extensive training program to provide employees with abilities (TD6)	0.80		
The organization adopts extensive training program to provide employees with knowledge (TD7)	0.78		
The organization has good training programs (TD8)	0.80		
The organization has good development programs (TD9)	0.75		
Employee training covers all the personnel in the organization (TD10)	0.77		

Table 15. The factor loading, AVE, and CR for HRM practices (Part 2)

<i>Items statement for HRM practices construct</i>	<i>Factor loading</i>	<i>AVE</i>	<i>CR</i>
Performance appraisal (PA)		0.641	0.934
The organization discusses competency-based performance appraisal criteria with its employees (PA1)	0.77		
The organization discusses competency-based performance appraisal results with its employees (PA2)	0.84		
The organizational competency-based performance appraisal provides the basis for an employee development plan (PA3)	0.77		
The organizational competency-based performance appraisal is the basis for decisions about job promotion (PA4)	0.84		
The organizational competency-based performance appraisal is the basis for decisions for salary increases (PA5)	0.74		
Performance appraisal systems provide a framework to ensure all people are working for the organizational objectives (PA6)	0.80		
Performance management systems develop the competencies of individuals' abilities (PA7)	0.85		
Competencies of individuals influence the competence of the organization (PA8)	0.79		
Compensation and rewards (CR)		0.605	0.900
I get incentives such as promotions, commissions, awards, bonuses, etc. (CR1)	0.63		
My salary is compatible with my skills, training, and education (CR2)	0.67		
The organization remunerates me according to the remuneration levels offered by the private sector (CR3)	0.74		
The organization considers the expectations of its employees when designing a system of employee rewards (CR4)	0.87		
The organization considers the suggestions of its employees when designing a system of employee rewards (CR5)	0.87		
Salary increase encourages employees to participate in quality improvement (CR6)	0.85		

Table 16. The factor loading, AVE, and CR for transformational leadership (Part 1)

<i>Items statement for transformational leadership construct</i>	<i>Factor loading</i>	<i>AVE (Minimum 0.5)</i>	<i>CR (Minimum 0.6)</i>
Transformational leadership		0.621	0.974
My Supervisor:			
Idealized influence		0.576	0.915
Instills pride in me for being associated with him/her (II1)	0.75		
Goes beyond self-interest for the good of the group (II2)	0.72		
Acts in ways that build my respect (II3)	0.75		
Displays a sense of power and confidence (II4)	0.73		
Talks about the most important values and beliefs (II5)	0.78		
Specifies the importance of having a strong sense of purpose (II6)	0.75		
Considers the moral and ethical consequences of decisions (II7)	0.79		
Emphasizes the importance of having a collective sense of mission (II8)	0.80		
Inspirational motivation		0.655	0.882
Talks optimistically about the future (IM1)	0.85		
Talks enthusiastically about what needs to be accomplished (IM2)	0.89		
Articulates a compelling vision of the future (IM3)	0.82		
Expresses confidence that goals will be achieved (IM4)	0.66		

Table 16. The factor loading, AVE, and CR for transformational leadership (Part 2)

<i>Items statement for transformational leadership construct</i>	<i>Factor loading</i>	<i>AVE (Minimum 0.5)</i>	<i>CR (Minimum 0.6)</i>
Intellectual simulation		0.639	0.898
Re-examines critical assumptions to question whether they are appropriate (IS1)	0.76		
Gets me to look at problems from many different angles (IS2)	0.82		
Suggests new ways of looking at how to complete assignments (IS3)	0.84		
Create opportunities for employees to develop professionally (IS4)	0.85		
Stimulate employees to try out new didactical methods (IS5)	0.72		
Individualized consideration		0.644	0.915
Spends time teaching and coaching (IC1)	0.78		
Treats me as an individual rather than just as a member of a group (IC2)	0.85		
Considers me as having different needs, abilities, and aspirations from others (IC3)	0.75		
Helps me to develop my strengths (IC4)	0.81		
Shows him/her appreciation for the work I do (IC5)	0.85		
Take my educated opinions seriously (IC6)	0.77		

Table 17. The factor loading, AVE, and CR for employee commitment

<i>Items statement for employee commitment construct</i>	<i>Factor loading</i>	<i>AVE (Minimum 0.5)</i>	<i>CR (Minimum 0.6)</i>
Employee commitment		0.627	0.679
Affective commitment		0.614	0.904
I am happy to spend the rest of my career with this organization (AC1)	0.86		
I feel as if the organization's problems are my own (AC2)	0.84		
I feel a sense of belonging to my organization (AC3)	0.68		
I feel emotionally attached to this organization (AC4)	0.77		
I feel like part of the family at my organization (AC5)	0.79		
I have a great deal of personal meaning towards the organization (AC6)	0.75		
Continuous commitment		0.641	0.914
Right now, staying with my organization is a matter of necessity and desire (CC1)	0.77		
It would be hard for me to leave my organization right now, even if I wanted to (CC2)	0.83		
Much of my life would be disrupted if I decided to leave my organization now (CC3)	0.79		
I feel that I have few options to consider for leaving this organization (CC4)	0.87		
I am putting much of myself into this organization (CC5)	0.74		
I still work in this organization because of the scarcity of available alternatives (CC6)	0.80		
Normative commitment		0.625	0.909
I feel obligatory to remain with my current employer (NC1)	0.75		
Even if it were to my advantage, I feel it would be right to stay at my organization now (NC2)	0.83		
I would feel pleased if I stay at my organization now (NC3)	0.79		
This organization deserves my loyalty (NC4)	0.81		
I would stay at my organization because I have a sense of obligation to the people in it (NC5)	0.74		
I owe a great deal to my organization (NC6)	0.82		

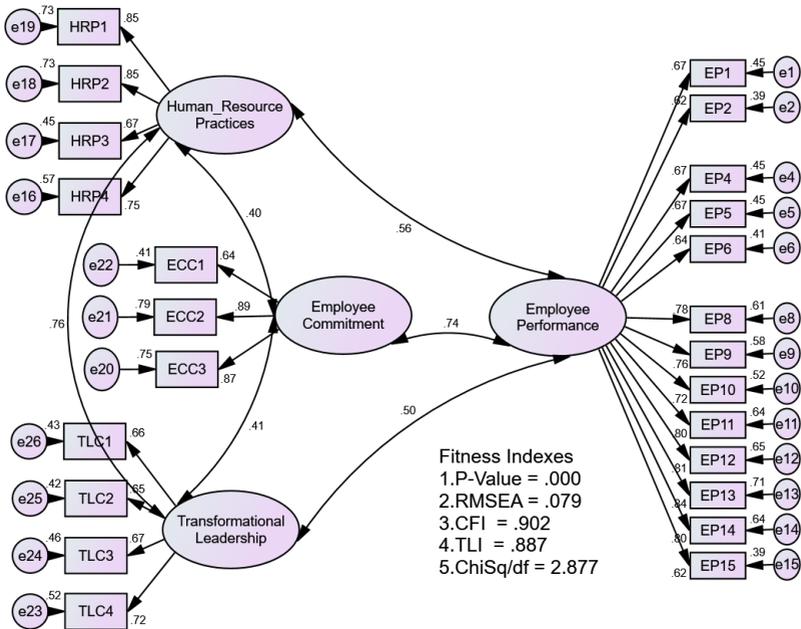
Pooled CFA

The simplified first-order constructs and other first-order constructs in the model were then pooled for the pooled CFA technique given its comprehensiveness, efficiency, and absence of model identification issues (Awang, 2015). The pooled CFA technique is required to evaluate the discriminant validity of these constructs in the model for the assessment of the structural model in SEM. Using this technique, all constructs are pooled together and connected (indicated using the double-headed arrows) to assess the correlations of the constructs. In particular, CFA is executed once for all constructs whereas pooled CFA involves first-order constructs.

This study chose to utilize parceling or aggregating the items by utilizing those aggregates as pointers of latent constructs for SEM. Parceling refers to aggregating singular items into at least one “parcel” and utilizing the parcel(s), rather than items, as the pointer(s) of the target latent construct (Kishton & Widaman, 1994). There are several psychometric and modeling-related advantages of parceling (Matsunaga, 2008).

After directing CFA, the assessment of the measurement model indicated that a few fitness indexes, particularly RMSEA, recorded 0.085 (> 0.08), CFI, recorded 0.880 (< 0.90), TLI, recorded 0.863 (< 0.90), and chi-square/df, recorded 3.158 (< 3.0), did not meet the edge esteems. With that, the measurement model of all latent constructs did not achieve the necessity of construct validity. Meanwhile, considering the factor loading for each item, the factor loadings of “EP3” and “EP7” (from the construct of performance of employees) were found below 0.60. Hence, these two items were dropped and the measurement model was reassessed, as shown in Figure 3.

Figure 3. The measurement model with 24 items



As shown in Figure 3, the outcomes of fitness indexes met the edge esteems. The absolute fit classification, particularly RMSEA, recorded 0.079 (< 0.08), while the incremental fit classification, particularly CFI, recorded 0.902 (> 0.90). The parsimonious fit classification, specifically chi-square/df, recorded 2.877 (< 3.0). With that, the assessment of the measurement model of all latent constructs accomplished the requirements for construct validity.

As shown in Table 18, all values of AVE and CR were found to surpass their edge estimations of 0.5 and 0.6, respectively. With that, the study reaffirmed adequate convergent validity and composite reliability for all latent constructs in the model.

Table 18. The average variance extracted (AVE) and composite reliability (CR)

<i>Items statement for employee performance construct</i>	<i>Factor loading</i>	<i>AVE</i>	<i>CR</i>
Employee performance construct		0.53	0.935
EP1	0.67		
EP2	0.63		
EP4	0.67		
EP5	0.67		
EP6	0.64		
EP8	0.78		
EP9	0.76		
EP10	0.72		
EP11	0.80		
EP12	0.81		
EP13	0.84		
EP14	0.80		
EP15	0.62		
HRM practices construct		0.614	0.863
HRP1	0.85		
HRP2	0.85		
HRP3	0.67		
HRP4	0.75		
Transformational leadership construct		0.531	0.818
TLC1	0.66		
TLC2	0.85		
TLC3	0.67		
TLC4	0.72		
Employee commitment construct		0.653	0.847
ECC1	0.64		
ECC2	0.89		
ECC3	0.87		

Discriminant validity was utilized to measure the extent of similarity of a construct to other constructs. Likewise, the discriminant validity index summary for all constructs in the model was

developed, as shown in Table 19. The tabulated values were found to demonstrate appropriate discriminant validity¹⁴.

Table 19. The discriminant validity index summary for the constructs

<i>Construct</i>	<i>HRM practices</i>	<i>Transformational leadership</i>	<i>Employee commitment</i>	<i>Employee performance</i>
HRM practices	0.8047			
Transformational leadership	0.76	0.788		
Employee commitment	0.4	0.41	0.7918	
Employee performance	0.56	0.5	0.74	0.775

Another prerequisite for discriminant validity lies in the correlation between any two constructs should be under 0.85. A correlation value of more than 0.85 demonstrates the redundancy of two constructs or the presence of multi-collinearity issues (Hair et al., 2010). Referring to the correlation values (at the double-headed bolt) between constructs in Figure 3, none of the values saw as more noteworthy than 0.85. Therefore, the multi-collinearity issue did not occur. Furthermore, the results in Figure 3 revealed that the correlation between two exogenous constructs, namely HRM practices and transformational leadership, recorded 0.76 (< 0.85); thus, there was no multi-collinearity issue for this model.

The assessment of normality for the current study was made by assessing the proportion of skewness and kurtosis for every item¹⁵.

¹⁴ In order to satisfy the prerequisite of discriminant validity, the estimations of the square root of AVE of each construct (diagonal values in bold) must be higher than the estimations of the correlations between constructs. Accordingly, discriminant validity is deemed accomplished if the bolded diagonal esteems are higher than any other values in the corresponding column and row.

¹⁵ As Tabachnick and Fidell (2001) discussed, a special case is a case with such an extraordinary incentive on one variable (a univariate variance) or such an unusual mix of scores on at least two factors (multivariate exception) that they misshape insights. Following that, the normality of the data and cases of variances are evaluated. As indicated by Kline (2010), estimating skewness and kurtosis are methods that a distribution can be non-normal, either distinctly or together in a single variable. Skewness implies that the figure of unimodal distribution is not balanced, in relation to its mean. Positive skewness implies that most of the scores are below the mean, whereas negative skewness implies that most of the scores are above the mean. Positive kurtosis demonstrates increasingly massive tails and a higher pinnacle and it is otherwise for the case of negative kurtosis. As for the sample size, in excess of 200, skewness that ranges from -1.5 to +1.5 and kurtosis that ranges from -3 to +3 Awang et al. (2018) suggest normally distributed data.

The results indicated that the skewness values were within the range of between -0.407 to -1.351 whereas the kurtosis values were within the range of between -0.245 and 2.623. These two measures showed that all data were normally distributed, which met the assumption of utilizing parametric statistical analysis.

This study applied Harman's one-factor (or single-factor) test to recognize the presence of common method variance (CMV)¹⁶ by utilizing EFA, which involved loading all items of the corresponding construct. In general, the results uncovered four distinct components that represented 63.69% of the total variance. Additionally, the results indicated that, when all 24 items were loaded into a single general factor, the first unrotated component accounted for only 43.43% of the total variance. Considering that, it was most likely that CMV did not influence the results of the study. Despite the substantial amount of variance accounted for, the obtained value was below 50%. Subsequently, the two underlying assumptions were not met, where no single component occurred and the first component did not capture most of the variance (Tehseen et al., 2017). Thus, CMV was not an issue in this study.

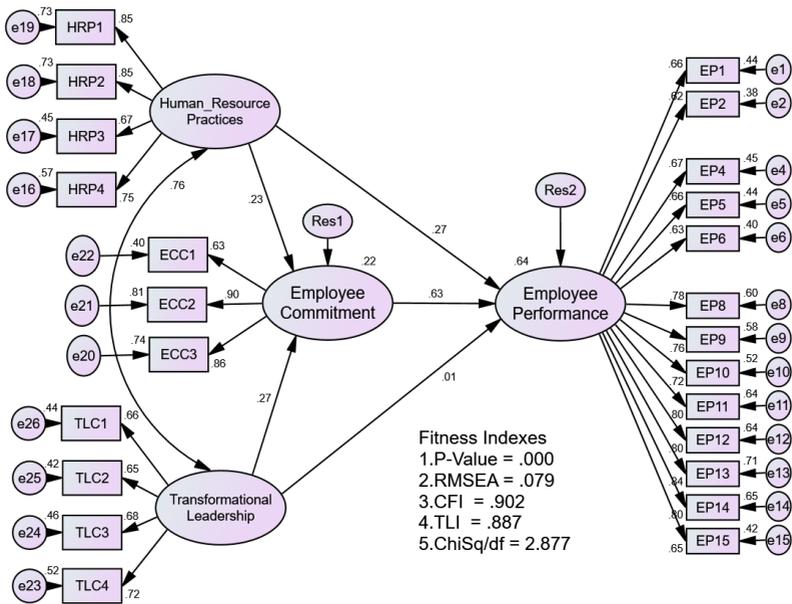
6.8.3. Structural model

After all the latent constructs were validated using CFA, the study ensued with the assessment of the structural model. SEM was utilized to assess the structural model and test all hypotheses.

The results in Figure 4 showed that HRM practices, transformational leadership, and employee commitment estimated 64.0% of the performance of employees in the model. Simultaneously, HRM practices and transformational leadership are estimated 22.0% of employee commitment. With that, the study ensued with the next analysis for the testing of hypotheses.

¹⁶ According to Chang et al. (2010), CMV should be considered when the data are simultaneously gathered from similar members in a self-administered questionnaire survey. CMV is characterized as "variance that is attributable to the measurement method, rather than to the constructs the measures represent, and it is potential in conduct research" (Podsakoff et al., 2003, p. 879).

Figure 4. The standardized path coefficients between constructs in the model

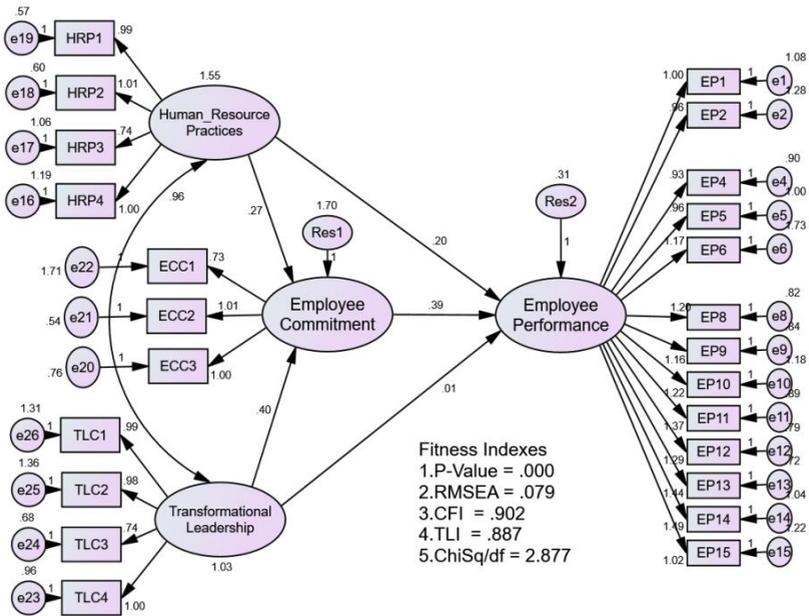


Testing of hypotheses

After the structural model was determined and assessed for validity, the subsequent stage involved the testing of hypotheses through SEM using AMOS. Figure 5 indicates the regression path coefficients of the constructs, which demonstrated the impact of every exogenous construct on the respective endogenous construct. Likewise, the regression path coefficients were also considered to assess the importance of the constructs, specifically on whether the hypotheses were supported or otherwise¹⁷.

¹⁷ There was one critical need to accomplish the validity of structural model. By looking at the individual parameter estimates speaking to every one of the theories are significant or not based on the p-value < 0.05 or < 0.001 (Hair et al., 2014).

Figure 5. The regression path coefficients between constructs in the model



The delayed consequences of the regression path coefficient were derived from SEM (see Table 20). As predicted, the HRM practices were found to contribute a statistically significant impact on the performance of employees (beta estimate = 0.203, p-value = 0.001). In other words, when the HRM practices increased by 1, the performance of employees increased by 0.203. thus, *H1* was supported. However, transformational leadership was found to have no statistically significant impact on the performance of employees (beta estimate = 0.013, p-value = 0.869). Hence, *H2* was not supported. Meanwhile, the HRM practices contributed statistically significant impact on employee commitment (beta estimate = 0.269, p-value = 0.047). In particular, when the HRM practices increased by 1, employee commitment increased by 0.269. In other words, the HRM practices exhibited a significant and positive impact on employee commitment in this study. Thus, *H3* was supported.

Besides, transformational leadership was found to contribute a statistically significant impact on employee commitment (beta estimate = 0.398, p-value = 0.023). With that, every one-unit increment in the transformational leadership contributed an increment of 0.398 units in employee commitment. In other words, transformational leadership exhibited a significant and positive impact on employee commitment in this study. Thus, *H4* was supported. As hypothesized, employee commitment was found to be statistically significantly related to the performance of employees (beta estimate = 0.395, p-value = 0.001). According to the obtained results in Table 20, when employee commitment went up by 1, the performance of employees went up by 0.395. In other words, *H5* was supported.

Table 20. The regression path coefficient and its significance

Construct	Path	Construct	Beta estimate	Std. Error	Critical region	P-value	Result
Employee_Performance	<--	Human_Resource_Practices	0.203	0.063	3.206	0.001	Sig
Employee_Performance	<--	Transformational_Leadership	0.013	0.08	0.165	0.869	Not sig
Employee_Commitment	<--	Human_Resource_Practices	0.269	0.135	1.99	0.047	Sig
Employee_Commitment	<--	Transformational_Leadership	0.398	0.175	2.277	0.023	Sig
Employee_Performance	<--	Employee_Commitment	0.395	0.043	9.189	0.001	Sig

Mediation testing

A mediation effect occurs when the third construct mediates the relationship between two other related constructs. In order to examine the mediation effect, both direct and indirect effects are examined¹⁸. A mediator serves to clear up the idea of the connection between the independent and dependent variables (MacKinnon, 2008)¹⁹.

Table 21 demonstrates the conventional strategy to examine the mediation effect of employee commitment on the relationship between HRM practices and the performance of employees (*H6*).

Table 21. Procedure to analyze mediating effect (*H6*)

Construct	Path	Construct	Standardized (β)	P-value	Result
Employee_ Commitment (EC)	<--	Human_Resource_ Practices (HRM)	0.23	0.047	Sig
Employee_ Performance(EP)	<--	Employee_ Commitment (EC)	0.63	***	Sig
Employee_ Performance (EP)	<--	Human_Resource_ Practices (HRM)	0.27	0.001	Sig
Conclusion:	1. The indirect effect A (between HRM→EC) = 0.23 (significant) . 2. The indirect effect B (between EC→EP) = 0.63 (significant) . 3. Total indirect effect A*B = (0.23).(0.63) = 0.1449. 4. The direct effect C (between HEM→EP) = 0.27 (significant) . 5. Thus, the mediation occurs since both A and B are significant. 6. The type of mediation is partial mediation since the direct effect C is also significant.				

¹⁸ The direct effect is between independent and dependent constructs, while the indirect effect comprises of the effect of the independent variable and dependent variable that influences in a roundabout way through a mediator.

¹⁹ The mediation can be the consequence of one of the two alternatives in relation to partial mediation and full mediation. The condition for partial mediation happened when the hypothesis testing (between independent and dependent constructs) for regression coefficient is still significant, and another two hypotheses testing (between independent and mediator constructs, and between mediator and dependent constructs) for regression coefficient are significant. While, full mediation takes place when the hypothesis testing (between independent and dependent constructs) for regression coefficient is not significant, but the hypotheses testing (between independent and mediator constructs, and between mediator and dependent constructs) for regression coefficients are significant.

Mediation test: Confirming the result through bootstrapping

The bootstrapping technique is applied to reaffirm the results of the mediation testing²⁰. Likewise, Awang (2015) proposed the bootstrapping technique for the standardized indirect effect in order to determine the presence of the mediation effect.

In this study, the maximum likelihood (ML) technique, which utilized 1000 bootstrapping samples with a confidence interval of 95% and a bias-corrected confidence interval of 95%, was employed.

The obtained bootstrapping results in Table 22 uncovered that the standardized indirect effect at a bias-corrected confidence interval of 95% was 0.045 and the standardized direct effect was significant at a p-value of 0.004, which reaffirmed the partial mediation effect. In other words, *H6* was accepted, where employee commitment was found to partially mediate the relationship between HRM practices and the performance of employees.

Table 22. Confirming the mediation using bootstrapping (*H6*)

<i>Bootstrap estimates of the mediating effects of employee commitment</i>	<i>Two-tailed significant</i>	<i>Result</i>
Standardized direct effect on employee performance	0.004	Significant
Standardized indirect effect on employee performance	0.045	Significant
Type of mediation	Partial mediation occurred since the direct effect is significant.	

Table 23 demonstrates the conventional strategy to examine the mediation effect of employee commitment on the relationship between transformational leadership and the performance of employees (*H7*). Referring to Table 23, break down the mediation effect of employee commitment on the relationship between employee commitment was found to mediate the relationship between transformational leadership and the performance of employees.

²⁰ The aim of bootstrapping is to compare the mediation outcomes to the bootstrapping outcomes. Generally, these two values should be equivalent. However, if there is any inconsistency, the value from bootstrapping is deemed appropriate (Preacher & Hayes, 2008).

Table 23. Procedure to analyze mediating effect (*H7*)

Construct	Path	Construct	Standardized (β)	P-value	Result
Employee_ Commitment (EC)	<--	Transformational_ Leadership (TL)	0.27	0.023	Sig
Employee_ Performance (EP)	<--	Employee_ Commitment (EC)	0.63	***	Sig
Employee_ Performance (EP)	<--	Transformational_ Leadership (TL)	0.01	0.869	Not sig
Conclusion:		1. The indirect effect A (between TL→EC) = 0.27 (significant). 2. The indirect effect B (between EC→EP) = 0.63 (significant). 3. Total indirect effect A*B = (0.27).(0.63) = 0.1701. 4. The direct effect C (between TL→EP) = 0.01 (Not significant). 5. Thus, the mediation occurs since both A and B are significant. 6. The type of mediation is complete mediation since the direct effect C is not significant.			

The obtained bootstrapping results in Table 24 uncovered that the standardized indirect effect at a bias-corrected confidence interval of 95% was 0.041, and this is a p-value, and its showing mediation had happened. And the standardized direct effect was not significant at a p-value of 0.915, which reaffirmed the full mediation effect. In other words, *H7* was accepted, where employee commitment was found to fully mediate the relationship between transformational leadership and the performance of employees.

Table 24. Confirming the mediation using bootstrapping (*H7*)

Bootstrap estimates of the mediating effects of employee commitment	Two-tailed significant	Result
Standardized direct effect on employee performance	0.915	Not significant
Standardized indirect effect on employee performance	0.041	Significant
Type of mediation	Full mediation occurred since the direct effect is not significant.	

6.9. DISCUSSION

One of the main questions in this study involved the influence of HRM practices on the performance of employees. The obtained results supported the hypothesis that HRM practices contributed statistically significant and positive impacts on the performance of employees. With that, the first objective of the study on the relationship between HRM practices and the performance of employees was accomplished.

The employees of Jordanian building construction companies with positive and ideal HRM practices experience significant and positive performance. This particular finding was found to be in line with the findings of past studies across various contexts, which proposed HRM practices as one of the most basic factors that improve the performance of employees (Hassan, 2016; Tabouli et al., 2016; Al Damoe et al., 2017; Jibrin-Bida et al., 2017; Hee & Jing, 2018; Mohd Taib et al., 2018; Etaan & Jain, 2019; Ismail et al., 2019; Mira et al., 2019).

For instance, Hassan (2016) demonstrated that HRM practices, such as compensation, career planning, performance appraisal, training, and worker involvement, positively influenced the performance of employees in the materials sector. Meanwhile, Al Damoe et al. (2017) in a study on Libyan government organizations, have indicated that organizations that embrace HRM practices, such as performance appraisal, compensation and rewards, and HR planning, can accomplish critical HR results. Moreover, Tabouli et al. (2016) showed a positive connection between HRM practices and the job performance of the Jumhoruia bank employees in Libya. Additionally, Mohd Taib et al. (2018) indicated that HRM practices, such as promotion, training and development, job security, and compensation, in the public sector of the developer property industry contributed significant and positive influence on the performance of employees. In addition, Jibrin-Bida et al. (2017) revealed the positive influence of HRM practices, such as compensation, succession planning, and performance appraisal on the performance of employees at the state-claimed polytechnics in Nigeria. This suggests that organizations should consider settling

such HRM practices in a powerful way. Likewise, Ismail et al. (2019) in a study on the state-possessed polytechnics in Nigeria, have exhibited that HRM practices like training and development, succession planning, recruitment and selection, and performance appraisal contribute solid beneficial outcomes on the performance of employees. The study by Mira et al. (2019) on Saudi ports, Saudi Arabia showed significant and positive effects of HRM practices, specifically training and development, rewards, job analysis, recruitment and selection, social support, worker empowerment, and worker relations, on the performance of employees. Finally, Etaan and Jain (2019) in a study on the Turkana County Assembly in Kenya, indicated a positive outcome of HRM practices, specifically reward management, sourcing work for training and development, and performance appraisal, on the performance of employees. So, this study highlighted the success of HRM practices in upgrading efficiency and job performance.

For this study, the HRM practices were examined as an exogenous (independent) construct given its influence on the performance of employees. HRM practices play a critical role in influencing the performance of employees since the average age for the employees of Jordanian building construction companies ranged from 21 to 30 years old. Likewise, 52.0% of them worked under their current employer for under two years, while 35.7% of them recorded work experience of two years and below. As the employees in this study were mostly young with inadequate work experience, the study assumed the basic role of HRM practices in improving their work performance. Hence, *H1* was supported.

The subsequent question in this study involved the influence of transformational leadership on the performance of employees. The obtained results of this study revealed that transformational leadership did not directly contribute significantly influence the performance of employees of Jordanian building construction companies (*H2*). This finding was found to be in line with the findings of past studies based on a sample of 800 raters and 160 pioneers in South African parastatal companies, which hypothesized that transformational leadership did not affect the performance of employees (Hayward, 2005). Hayward (2005) explained that this

particular finding may be attributed to the low variance of the parastatal evaluation of the execution scores, which made it hard to separate a decent evaluation of execution score from a poor evaluation of execution score, and further referenced the absence of variability in the performance of employees.

However, several past studies in various settings supported the relationship between transformational leadership and the performance of employees (Masa'deh et al., 2016; Nguyen et al., 2017; Aponno et al., 2017; Buil et al., 2019). For example, Nguyen et al. (2017) demonstrated that transformational leadership exhibited a significant, positive, and direct impact on administrative execution based on a sample of 152 division chiefs who are responsible for marketing, production, sales, operations, and accounting of their association in Vietnam. Furthermore, Masa'deh et al. (2016) found that the transformational leadership significantly affected the work execution of employees and firm execution based on a sample of 179 representatives at the higher council of youth in Jordan. In addition, Aponno et al. (2017) found that transformational leadership contributed a significant and positive effect on the performance of employees based on a sample of 187 accounting business representatives in Ambon City, Maluku territory, Indonesia. Finally, Buil et al. (2019) in a study of frontline hotel workers in Spain, have demonstrated the significant influence of transformational leadership on the performance of employees.

Nevertheless, the hypothesis on the influence of transformational leadership on the performance of employees was not supported among the employees of Jordanian building construction companies, which may be attributed to the diverse target populace with the inclusion of various territories in the current study.

In particular, the study found that most of the employees of Jordanian building construction companies were below 30 years old, and 89.7% of them reported a lower education level (between vocational training institute and college). Furthermore, 77% of them worked in a lower position (between laborers and inspection), with 63.7% of them recording a monthly salary of under JOD349. Considering their demographic profile, the employees in this study were mostly young, had a lower education level, and did not work in

a higher position with a high monthly salary, which explained the insignificant effect of transformational leadership on the performance of employees. Hence, transformational leadership is not recommended to influence the performance of employees in such settings. In this study, H_2 was rejected.

The third question in this study involved the influence of HRM practices on employee commitment. The obtained results of this study supported the hypothesis that HRM practices contributed a significant and positive impact on employee commitment. With that, the third objective of the study on the relationship between HRM practices and employee commitment was accomplished.

In particular, the employees of building construction companies with positive HRM practices in this study generally displayed higher commitment. This particular finding was found to be in line with the findings of past studies across various settings, which hypothesized that HRM practices can improve employee commitment (Ahmad et al., 2015; Shipton et al., 2016; Ahmad et al., 2017; Razzaq et al., 2017; Rubel et al., 2017; Fesharaki & Sehat, 2018; Fihla & Chinyamurindi, 2018; Pham et al., 2019; Dheera & Krishnan, 2020).

For example, Ahmad et al. (2015) discovered a positive relationship between HRM practices and employee commitment towards the association based on a sample of 120 representatives from 30 private banks in Pakistan. Similarly, Shipton et al. (2016) in a study among line managers and employees in a Dutch healthcare setting, have demonstrated a measurably critical connection between HRM practices and employee commitment. Similarly, Fesharaki and Sehat (2018) found that the Islamic management of HR practices (recruitment and selection, training and development, and remuneration and compensation) affected employee commitment based on a sample of 192 Resalat Qard al-Hasan Bank employees in Tehran City. Besides that, Rubel et al. (2017) discovered that a positive relationship between five-dimensional rising HRM jobs (procedural justice, hierarchical communication, empowerment, worker development, and participation) and employee commitment towards the association based on a sample of 217 forefront workers in private banking associations in

Bangladesh. Adding to that, Razzaq et al. (2017) indicated a significant and positive relationship between HRM practices (compensation practice and career practice planning) and employee commitment based on a sample of 220 supervisors and first-line representatives from 35 workplaces in Pakistani telecommunications. Furthermore, Ahmad et al. (2017) similarly found a significant and positive relationship between HRM practices and employee commitment and subsequently, firm execution based on a sample of North Kashmir bank employees in India. Likewise, Fihla and Chinyamurindi (2018) discovered the positive impact of HRM practices on employee commitment based on a sample of 137 respondents from the Mnquma Local Municipality in South Africa. In another study, Pham et al. (2019) found “greening” HRM practices as significant devices in directly promoting employee commitment towards ecological exercises based on a sample of 209 employees of four- and five-star Inns in Vietnam. In further, Dheera and Krishnan (2020) indicated that HRM practices contributed a positive effect on employee commitment towards occupation and organization based on a sample of 400 representatives of various lodgings in the Chennai Region, India.

For this study, the HRM practices were examined as an exogenous (independent) construct given its influence on employee commitment. HRM practices play a basic job of influencing employees considering that the average age of employees of Jordanian building construction companies in this study ranged from 21 to 30 years old. Likewise, 56.0% of them enrolled in vocational training institutes, while 53% of them worked as employees. The employees in this study were generally young and in need of more instructive practices for their work performance. As they did not have a higher position at the workplace, the basic role of HRM practices in upgrading employee commitment was assumed in this study. In other words, the employees in this study expressed their beliefs towards their association. Subsequently, *H3* was supported. This generalization coincides with AMO theory that reinforced how HRM practices could make more noteworthy degrees of employee commitment.

The fourth question of this study involved the influence of transformational leadership on employee commitment. The obtained results supported the hypothesis that transformational leadership contributed a significant and positive impact on employee commitment. With that, the fourth objective of the study on the relationship between transformational leadership and employee commitment was accomplished.

In particular, the employees of Jordanian building construction companies under transformational leadership generally expressed higher commitment. This particular finding was found to be in line with the findings of past studies across various settings, which hypothesized transformational leadership as one of the basic factors that improve employee commitment (Geijssel et al., 2003; Nyengane, 2007; Riaz et al., 2011; Garg & Ramjee, 2013; Tyssen et al., 2014; Ashikali & Groeneveld, 2015).

For instance, Geijssel et al. (2003) found that transformational leadership affected teachers' commitment and additional exertion based on a sample of 772 Dutch instructors and 403 Canadian educators. Similarly, Nyengane (2007) demonstrated that transformational leadership positively affected employee commitment based on a sample of 35 administrators and 162 subordinates in an electric utility in South Africa. Besides that, Garg and Ramjee (2013) indicated a significant and positive relationship between transformational leadership and employee commitment based on a sample of 348 members (58 studies involving supervisors and 290 reviews of their subordinates) at parastatal companies in South Africa. Furthermore, Bučiūnienė and Škudienė (2008) in a study on Lithuanian assembling organizations, have revealed a positive influence of transformational leadership on the employees' affective commitment and normative commitment. Likewise, Hill et al. (2012) utilized the longitudinal approach for a large federal government agency and demonstrated the influence of transformational leadership on employees' affective commitment and normative commitment. In addition, Riaz et al. (2011) demonstrated a substantial and positive relationship between transformational leadership and employees' affective commitment based on a sample of 293 bank representatives from four banks in Islamabad, Pakistan.

Similarly, Ashikali and Groeneveld (2015) indicated the direct and positive impact of transformational leadership on the employees' affective commitment based on a sample of 10976 representatives from Dutch civil service organizations. In this study, *H4* was supported.

The employees in this study were generally young and in need of a more instructive level of leadership like transformational leadership that can support and encourage them to accomplish better work performance given their lack of work experience. Considering that, the basic job of transformational leadership in upgrading employee commitment was assumed.

Referring to the findings of various studies on the relationship between transformational leadership and employee commitment, the current study assessed the relationship between transformational leadership and employee commitment in terms of normative commitment, continuous commitment, and affective commitment, which stressed the distinction of this study from past studies. This study considered an inductive model approach to deal with the identified gap and introduced a new model on the relationship between transformational leadership and employee commitment or known as the employee-directed transformational leadership model (EDTLM).

The fifth question of this study involved the influence of employee commitment on the performance of employees. The obtained results of this study supported the hypothesis that employee commitment contributed to a significant and positive impact on the performance of employees. With that, the fifth objective of this study on the relationship between employee commitment and the performance of employees was accomplished.

In particular, the employees of Jordanian building construction companies with higher employee commitment demonstrated higher work performance. This particular finding was found to be in line with the findings of past studies in various settings, which proposed employee commitment as one of the factors that can improve the performance of employees (Meyer & Maltin, 2010; Rahmayanti et al., 2017; Ribeiro et al., 2018; Astuti et al., 2019; Marhayani & Ibrahim, 2019; Mahfouz et al., 2022).

For example, Rahmayanti et al. (2017) found a positive relationship between employee commitment and the performance of employees in the Ngawi District Secretariat. Likewise, Astuti et al. (2019) focused on the Rural Bank Mranggen Mitrapersada Mranggen Branch and demonstrated the substantial and positive influence of employee commitment on the performance of employees. Similarly, Mahfouz et al. (2022) in a study on construction firms in Malaysia have revealed a positive influence of employee commitment on employee performance. Moreover, Ribeiro et al. (2018) discovered the influence of employees' affective commitment on singular execution among Portuguese workers in the focal district of Portugal, particularly from small- and medium-sized enterprises. Finally, Marhayani and Ibrahim (2019) found that employee commitment affected the performance of employees in the Watering Office of Aceh Province-Indonesia.

In summary, highly committed employees are frequently perceived as having higher levels of social involvement in an organization's activities, as well as higher investment in the organization and its achievement (Steers & Lee, 2017). In this study, *H5* was supported.

Based on the findings of various studies on employee commitment and the performance of employees, only a few studies analyzed the relationship between employee commitment and the performance of employees, particularly in the construction context.

Apart from demonstrating the connection between employee commitment and the performance of employees, employee commitment was included in this study since it is likely utilized as an apparatus to quantify the achievement of a business. In this study, employee commitment was estimated in terms of different dimensions using multiple items, as this strategy has been noted to be increasingly steady in estimating employee commitment (Meyer & Allen, 1991).

Employee commitment plays a basic job in affecting the performance of employees. This study mainly involved young employees (below 30 years old) of Jordanian building construction companies and 77% of them were employed in the current business for less than 6 years. Thus, these employees were found committed

and it was reflected in their performance. The obtained results proved the commitment and focus of the employees of Jordanian building construction companies in improving their performance. This generalization coincides with TCM of employee commitment that reinforced how employee commitment would create an environment that boosts employee performance.

The sixth question in this study involved the mediating role of employee commitment in the relationship between HRM practices and the performance of employees. The obtained findings of this study found that employee commitment mediated the relationship between HRM practices and the performance of employees.

In particular, the employees of Jordanian building construction companies with positive recognition and favorable commitment were found to directly or indirectly improve their performance. Consequently, the sixth objective of this study on the mediating role of employee commitment in the relationship between HRM practices and the performance of employees was accomplished.

Based on the findings of various studies on the relationship between HRM practices, employee commitment, and the performance of employees as discussed in detail in the subsection hypotheses development, only a limited number of studies examined the mediating role of employee commitment in the relationship between HRM practices and the performance of employees, particularly in the construction context.

Moreover, the current study found that employee commitment partially mediated the relationship between HRM practices and the performance of employees. This reaffirmed the significant relationship between HRM practices and the performance of employees in this study. Nevertheless, the degree of significance declined with the presence of employee commitment as a mediator.

In particular, the study found that most of the employees of Jordanian building construction companies were below 30 years old. Likewise, 35.7% of them recorded work experience of two years and below, also 89.7% of them reported a lower education level (between vocational training institute and college), while 77% of them worked in a lower position (between laborers and inspection). As the employees in this study were mostly young with inadequate work

experience, they needed more instructive practices for their work performance. Thus, the study assumed the basic role of HRM practices in improving their work performance. As well as they did not have a higher position at the workplace, the basic role of HRM practices in upgrading employee commitment was assumed in this study. Thus, the employees in this study were found committed and it was reflected in their performance. In conclusion, in this study, HRM practices have the ability to influence the performance of employees directly and indirectly through employee commitment.

This generalization coincides with AMO theory (Appelbaum et al., 2000; Lepak et al., 2006) that reinforced how HRM practices could make more noteworthy degrees of commitment and they, thus, would create an environment that boosts employee performance. Along those lines, individuals who saw appropriate HRM practices in their organization would be greater prepared for the feeling of commitment. This feeling of commitment would influence employee performance.

The seventh question in this study involved the mediating role of employee commitment in the relationship between transformational leadership and the performance of employees.

This study found that employee commitment fully mediated the relationship between transformational leadership and the performance of employees. This demonstrated that transformational leadership did not exhibit a direct impact on the performance of employees but through employee commitment. With that, the seventh objective of this study on the mediating role of employee commitment in the relationship between transformational leadership and the performance of employees was achieved.

Based on the findings of various studies on the relationship between transformational leadership, employee commitment, and the performance of employees with the details discussed in the subsection hypotheses development, only a limited number of studies examined the mediating role of employee commitment in the relationship between transformational leadership and the performance of employees, particularly in the construction context.

This study found no connection between transformational leadership and the performance of employees. However, employee commitment was found to play a significant role in mediating this particular relationship, apart from directly affecting the performance of employees itself. The obtained results of the current study reaffirmed the full mediation effect of employee commitment on the relationship between transformational leadership and the performance of employees. In other words, committed employees under transformational leadership are more likely to accomplish their work in a good way.

In particular, the study found that most of the employees of Jordanian building construction companies were below 30 years old, and 89.7% of them reported a lower education level (between vocational training institute and college). Furthermore, 77% of them worked in a lower position (between laborers and inspection), with 63.7% of them recording a monthly salary of under JOD349, and 77% of them were employed in the current business for less than six years. Considering their demographic profile, the employees in this study were mostly young, had a lower education level, and did not work in a higher position with a high monthly salary, which explained the insignificant effect of transformational leadership on the performance of employees. Hence, transformational leadership is not recommended to influence the performance of employees in such settings.

Because the employees in this study were generally young and in need of a more instructive level of leadership like transformational leadership that can support and encourage them due to their lack of work experience. Considering that, the basic job of transformational leadership in upgrading employee commitment was assumed. Then, those employees were found committed and it was reflected in their performance. In conclusion, in this study, transformational leadership did not have the ability to influence the performance of employees directly but through employee commitment first. In other words, committed employees under transformational leadership are more likely to accomplish their work in a good way.

6.10. CONTRIBUTIONS

The obtained findings of this study provide several research contributions, particularly both theoretical and practical contributions. These two contributions are reviewed in more detail underneath:

6.10.1. Theoretical contribution

The results of the current study contributed new knowledge to the literature by presenting a new model, specifically the EDTLM, which focused on the relationship between transformational leadership and employee commitment. The study demonstrated a significant relationship between transformational leadership and employee commitment in the context of the construction industry. The model was developed to demonstrate the adequacy of transformational leadership and employee commitment, which can benefit the construction industry.

Most definitely, this finding was the primary determined and no comparative finding was found in any past studies for a few reasons. Firstly, the proposed model was created to demonstrate the relationship between transformational leadership and employee commitment, particularly among the employees of building construction companies. Secondly, the obtained results were added to the discoveries in the literature on the connection between transformational leadership and employee commitment, which was not investigated in prior studies. Thirdly, the model focused on the employees of Jordanian building construction companies for the first time. For these reasons, this study successfully addressed the identified gap in the literature.

The second essential contribution of this study was the model development that investigates the mediating role of employee commitment in the relationship between HRM practices and the performance of employees, which was not explored in prior studies but was deemed noteworthy to explore and assessed in the current study. Thus, the current study served to fill the identified gap in the literature. Additionally, this study was the first to assess the relationship between HRM practices, employee commitment,

and the performance of employees simultaneously (using SEM) from the viewpoint of the Jordanian building construction industry. The model in the current study was developed to demonstrate the effectiveness of the constructs of HRM practices and employee commitment, which can benefit the performance of employees in the building construction industry. Furthermore, the model focused on the employees of Jordanian building construction companies for the first time. For these reasons, this study successfully addressed the identified gap in the literature.

Another significant contribution of this study involved the model development that tests the mediating role of employee commitment in the relationship between transformational leadership and the performance of employees which was not explored in past studies but was deemed noteworthy to explore and examined in the current study. With that, the current study successfully addressed the identified gap in the literature. Furthermore, the current study served as the primary attempt to examine the relationship between transformational leadership, employee commitment, and the performance of employees simultaneously (using SEM) from the viewpoint of the building construction industry. The model in this study was created to demonstrate the effectiveness of transformational leadership and employee commitment, which can benefit the building construction industry in terms of the performance of employees. Additionally, the model focused on the employees of Jordanian building construction companies for the first time. For these reasons, this study successfully addressed the identified gap in the literature.

The application of SEM in this study presented an essential contribution to the current knowledge and literature. The use of SEM can be viewed as a methodological contribution since it enhances the superior nature of research, particularly in demonstrating multivariate relationships. In addition, SEM can be applied to perform a simultaneous assessment of the measurement model and conceptual model, which in this case, to assess the model that focused on the employees of building construction companies in this study. In particular, the study utilized CFA to validate

the measurement model with a higher-order structure joined in the proposed research model.

This study, which applied SEM, opted for a 10-point interval scale to measure HRM practices, transformational leadership, employee commitment, and the performance of employees because, unlike the five-point interval scale, a 10-point interval scale can facilitate better analysis and investigation given its high discriminant validity and convergent validity (Coelho & Esteves, 2007). Moreover, a 10-point interval scale is proper for surveys that apply SEM for analysis (Awang, 2015). Thus, this study improved the theoretical knowledge on the measurement scale of the performance of employees, HRM practices, transformational leadership, and employee commitment, particularly in the building construction industry setting.

6.10.2. Practical contribution

The practical contribution focuses on the discussion which mainly benefits the Jordanian government, Jordanian employees, graduates and students, and leaders and directors.

The Jordanian government is most likely to benefit the most from the findings of this study. The significance of HRM practices and transformational leadership can be an advantage for the government in terms of the work execution and progression, which can be rather similar to the image of the government.

The critical job of the government involves the implementation of arrangements, where it has the supreme power to encourage the execution of this model. The government offices with the relevant authority are the Ministry of Laborers and Amman Chamber of Commerce, which are liable to actualize the policy for the improvement of the Jordanian construction industry. Apart from that, there are also the Jordanian Ministry of Industry and Trade and the Jordanian Engineering Association, which can help to advance and keep up an amicable and favorable connection between the employers and employees of the building construction companies. Moreover, these agencies can infer progressively comprehensive outline designs to encourage the execution of HRM

practices and transformational leadership in order to increase employee commitment, which can be reflected on the employees' work performance.

Besides that, the obtained findings of this study on the significance of the performance of employees, the government can assume the responsibility of supporting the familiarity of employees' knowledge and skills by providing a fitting learning and training process. The training process can include preparing the employees to obtain fundamental understanding within a short period of time. Training can also improve the present execution by expanding the employees' capacity of performing their tasks according to the organizational goals. With that, employees can improve their attitude and work quality and upgrade their knowledge and skills.

The above discussion highlights the importance of the effectiveness of training and development projects in improving the performance of employees. Firstly, the relevant government agencies can create rules or guidelines that encourage the implementation of HRM practices. For instance, the HRM practices can be incorporated into the existing system to guide and monitor the improvement of the employees' performance in an organization.

Apart from that, an internship program is also recommended. For this specific usage, the Ministry of Education, Jordanian Engineering Association, and the construction industry need to cooperate and collaborate. Through an internship program, students can familiarize themselves with the workplace. Likewise, this program can benefit organizations by helping them to identify potential, well-prepared workforce. Graduates and students are able to apply a positive attitude and adapt to the construction industry efficiently under any circumstances and consequently, contribute to their respective organization. Graduates and students can acquire accurate data of the essential skillsets for the respective organization, which can help them to set themselves up for employability.

Last but not least, leaders and directors in the construction industry are the principal characters of market players in this

industry. They are responsible for an industry that demands employee commitment and performance of employees. One of the major leadership styles that can be acquainted to them is the transformational leadership. Through the implementation of transformational leadership, employees can experience being progressively valued, improved job satisfaction, and commitment or a solid sense of belonging, resulting in improved work performance.

This study was expected to drive leaders and directors through a better comprehension on the significance of HRM practices and transformational leadership to gain improved commitment and performance of their employees. In addition, the obtained findings of this study offered a practical direction to leaders and directors in the construction industry, especially the building construction companies, on the critical and significant factors that influence the performance of employees.

Overall, the significant findings and evidence of this study provide critical implications and contributions for various key stakeholders, namely the Jordanian government, Jordanian employees, graduates and students, and leaders and directors.

6.11. ORGANIZATIONAL BEHAVIOR RESEARCH SUMMARY

This chapter discussed the research design, method of sampling and data collection, research instrument, pre-test, pilot study, field study, descriptive analysis, CFA and SEM. The pilot test included EFA and reliability analysis for every dimension of each construct using IBM SPSS. Meanwhile, SEM was performed using AMOS in this study.

Overall, in the field study the data from 300 respondents were subjected to various analyses, namely descriptive analysis, CFA and SEM. The initial segment of started with the procedure of descriptive analysis. A descriptive analysis was performed to acquire the characteristics of survey respondents and descriptive statistics. The study then involved CFA to validate the fitness indexes, unidimensionality, validity, and reliability of the measurement model. The pooled measurement model was directed on four constructs, specifically HRM practices, transformational leadership, employee

commitment, and performance of employees. The analysis of path model was performed through SEM.

A total of seven hypotheses were proposed, where five hypotheses were direct hypotheses and two hypotheses were tested for mediation effect. The obtained results revealed that four direct hypotheses (*H1*, *H3*, *H4*, and *H5*) were supported whereas only one hypothesis (*H2*) was not supported. As for the mediation testing, *H6* was supported with partial mediation effect whereas *H7* was supported with full mediation effect.

In other words, HRM practices, directly and indirectly, affect the performance of employees (through employee commitment). Meanwhile, transformational leadership influences employee commitment in the building construction company.

In this chapter, the discussion depended on the results of the testing of hypotheses. From a more extensive perspective, this chapter discussed some basic exercises drawn from the study and discussed the contributions of the study.

6.12. CONCLUSION

The building construction industry in Jordan is one of the most important industries that contribute to the country's economy. It is viewed as one of the industries that are very sensitive to economic growth because a substantial portion of the country's funds is spent on the advancement of this industry. Nonetheless, the industry experiences a few vital issues, resulting in the shortage of qualified employees; it has led to the suspension and closure of many building construction companies in Jordan. With that, this study exclusively focused on improving the performance of qualified employees in Jordan, specifically the building construction companies. This potentially offers more job opportunities and practical contributions to the national economy. Focusing on the employees of Jordanian building construction companies, this study developed a model that incorporated the relationships of HRM practices, transformational leadership, employee commitment, and the performance of employees.

This study successfully addressed the identified gaps in the literature. Based on the obtained results, this study found a significant relationship between transformational leadership and employee commitment. To date, no comparable finding was uncovered in the past studies. Along these lines, this study contributed discoveries from theoretical viewpoints. Moreover, this study presented a new model of transformational leadership and employee commitment, particularly known as the employee-directed transformational leadership model (EDTLM).

In general, the current study also discovered empirical evidence of the positive and significant relationship between HRM practices and the performance of employees. A similar outcome was also found for the relationship between HRM practices and employee commitment. Hence, this shows the significance of HRM practices in influencing both employee commitment and the performance of employees. Additionally, transformational leadership was found to contribute a positive impact on employee commitment, but not towards the performance of employees. Although the relationship between transformational leadership and the performance of employees was not supported in this study, employee commitment was found to play a significant role in mediating the relationship, apart from its direct impact on the performance of employees itself. The obtained results of this study revealed that employee commitment fully mediated the relationship between transformational leadership and the performance of employees. In other words, this implies that committed employees under transformational leadership tend to accomplish their work in a good way. Furthermore, employee commitment was also found to partially mediate the relationship between HRM practices and the performance of employees. Apart from the mediating role of employee commitment in the relationship between HRM practices and the performance of employees, the HRM practices themselves exhibit the capacity to directly influence the performance of employees.

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The image shows a portion of a book cover with a white background. On the right side, there is a decorative graphic consisting of several colored spheres (red, blue, green, and another red) connected by thin red lines, resembling a molecular or network structure. The spheres are arranged in a vertical line, with the top one being red, followed by blue, green, and another red one at the bottom. The lines connect these spheres to each other and to other points, creating a complex web-like pattern. The overall aesthetic is clean and modern.