



The Strategic HRM and Satisfaction Behaviours in Defenders Strategy Based Organisations

إدارة الموارد البشرية الإستراتيجية و سلوك الرضى الوظيفي في
المنظمات ذات الإستراتيجية الدفاعية

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Executive Summary

Perceptions of intrinsic and extrinsic job characteristics could affect employees' behaviours. The aim of this paper is to compare the impact of the strategic human resources practices as extrinsic job characteristics and job designs as intrinsic job characteristics on employees' behaviours. The scope of this study is the industry of petroleum companies in the Kingdom of Saudi Arabia (KSA). These organisations assumed to implement the strategic HR practices of classic organisations type called "Defenders".

This paper establishes theoretical background of the outcomes of satisfaction behaviours. Then, the role of HR as strategic partner to keep organisations competitive is demonstrated. Paper compares between the best practices and contingency approaches in managing people. In addition, the strategic practices of "Defenders" have been discussed in details. Job characteristic model JCM and its components are linked to organisations needs according to strategy and behaviours expectations.

Then a practical study is conducted using a structured questionnaire covering junior and senior level employees of well-known Saudi oil companies. The examination of the collected data were analysed by using SPSS software. The analysis methods are descriptive and inferential. Demographic variable were displayed to understand the background of respondents. In addition, this paper illustrates the evaluations of the strategic HR practices, job characteristic model components and the four satisfaction behaviours. The inferences were processed by correlation and multiple regressions test, reliability test were applied also to confirm the representation of the sample to distribution.

Study found a significant relationship between the perceptions of the strategic "Defenders" HR practices and job characteristic model components on employees' satisfaction behaviours. Loyalty, voice (expression) and payback behaviours are the greatest variables that have been influenced. However, this research did not find enough evidence to support the relationship between job designs, strategic HR practices on exit behaviour. Further findings, most of demographic groups respond to intrinsic and extrinsic factors similarly.

Some recommendations regarding improving these behaviours and predicting the outcomes are discussed. Moreover, certain implications in planning, recruitment and selection processes are presented. Finally, guiding principle for further researches is recommended.

المخلص

قد تؤثر الإنطباعات وأحاسيس الموظفين تجاه الخصائص الداخلية والخارجية لوظائفهم على سلوكهم. الهدف الأساسي لهذه الورقة هو لمقارنة تأثيرات تطبيقات الموارد البشرية الإستراتيجية باعتبارها الخصائص الخارجية للوظيفة من جانب و تصميم الوظيفة الذي يمثل الخصائص الداخلية للوظيفة من جانب آخر على سلوك الموظفين. نطاق هذه الدراسة هي الشركات البترولية العاملة في المملكة العربية السعودية التي من المفترض انها تطبق تطبيقات الموارد البشرية الإستراتيجية التي تصنف على انها "دفاعية".

تأسس هذه الدراسة أفكار ونظريات عن سلوك الموظفين الذين لديهم إنطباع بالرضى عن مهامهم ووظائفهم. ومن ثم تبين الدراسة أهمية ودور الموارد البشرية كشريك إستراتيجي في الحفاظ على ربحية الشركة واستمرارية موقعها التنافسي في السوق. لاحقاً يقارن هذا البحث بين نظريتين رئيسيتين في الإدارة وهي نظرية الممارسات المفضلة في الموارد البشرية ونظرية الممارسات المتغيرة للموارد البشرية. بالإضافة الى ذلك تتم مناقشة تطبيقات المنظمات ذات الإستراتيجية الدفاعية بالتفصيل. كما انه تم تبين الرابط بين عناصر نظرية خصائص الوظيفة وسلوك الموظفين المتوقع حسب إحتياجات الشركة.

ثم تم عمل دراسة ميدانية بإستخدام إستبيان منظم ومهيكل على العاملين في شتى المستويات لدى شركات النفط السعودية. وتم تحليل البيانات والمعطيات من خلال برنامج متخصص بالإحصائيات يسمى SPSS وتم عرضها بأساليب وصفية وإستدلالية مختلفة. تم عرض ديموغرافية المشاركين للحصول على فكرة جيدة عن خلفيات العينة المنتخبة عشوائياً. وضحت الورقة تقييم المشاركين عن إنطباعاتهم عن التطبيقات الإستراتيجية للموارد البشرية وتصميم الوظيفة والسلوكيات الأربعة للرضى الوظيفي. وتمت الإستنتاجات ومعرفة الإرتباطات بين المعطيات من خلال تحليل correlation و multiple regressions test. كما تم التأكد من موثوقية المعطيات وتمثيلها الصحيح لجميع الموظفين من خلال تحليل reliability test.

وجدت هذه الدراسة ذات دلالة إحصائية وإيجابية طردية بين إنطباعات الموظفين عن تطبيقات الموارد البشرية للمنظمات ذات الإستراتيجية الدفاعية و بين سلوك الرضى الوظيفي للموظفين بصورة عامة. كذلك وجدت التحاليل علاقة وثيقة بين عناصر نظرية الخصائص الوظيفية وبين سلوك الرضى الوظيفي. بالتحديد سلوك الولاء وسلوك الإستعداد لإبداء المقترحات وسلوك الإمتنان برد الجميل هي السلوكيات الأكثر تأثراً من التطبيقات وعناصر الخصائص الوظيفية لتصميم الوظيفة. من ناحية أخرى لم تجد الدراسة دلائل كافية لأثبات اي علاقة وثيقة بين التطبيقات والتصميم من جهة و سلوك البحث عن تغيير الوظيفة. أخيراً وجدت الدراسة تأثر جميع الفئات الديموغرافية بالخصائص الداخلية والخارجية للوظيفة بشكل بطريقة متشابهة.

في النهاية تناقش هذه الورقة بعض الطرق لتحسين سلوك الرضى الوظيفي وتوقع التأثيرات لبعض التطبيقات للموارد البشرية. وعلاوة على ذلك تم عرض بعض التطبيقات لتحسين عمليات التخطيط والتوظيف والإختيار. وفي النهاية تم عرض توصيات للأستفادة من البيانات المجموعة في هذا البحث لتوجيهها لبحوث أخرى في المستقبل.

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1. Introduction

Human resources (HR) are the most important element of organisations assets. The real value of firms is measured by the most valuable resource which is humans. Institutions try to enhance employees' satisfaction, commitment and loyalty to achieve high customer satisfaction. Thus, managing people in the right way will lead employees to satisfy their customer's needs as desired.

Human beings are continuously evaluating what they perceive toward their environment. These evaluations are creating attitudes either positively or negatively. Job Satisfaction (JS) is an employee's evaluation of the characteristics of job and yields an affirmative feeling (Robbins et al.2009, p.65). Obviously, this attitude could lead to better performers than unsatisfied employees. In addition, satisfied employees most likely will be highly motivated, less absent and lower turnover rates.

Motivation theories explain two factors influencing behaviours and consequently lead to more committed and engaged employees to organisational goals. Intrinsic motivation which is self-created feelings comes up through the job itself. These internal feelings are created via evaluating job or role design. Intrinsic theory argues essential motivation will be more when the job is broader by combining planning, implementation and job development. (Armstrong 2011, p. 10)

The other motivation theory is the expectancy theory where motivation is linked with reward expectation; for example, financial rewards, promotion, job security and training...etc. Expectancy theory could be simplified as a deal when I get more than what I expected compared to the cost I spend, I will be satisfied, and otherwise I have less satisfaction feelings. (Armstrong 2011, p. 10)

Job satisfaction is associated with extrinsic and intrinsic job characteristics. Extrinsic job characteristics are the functions that are considered as HR practices such as promotions, job security and compensation. Intrinsic job characteristics are the functions that are concern the arrangement of employees' role such as task challenge, recognition level and authority to make decision regarding job assignments.

The influence of extrinsic and intrinsic job characteristics on job satisfaction could be different from culture to another. Hunag and Vliert (2003) argue that governments power distance, societies' security, collectivistic or individualistic cultures and national wealth has significant influence on job satisfaction.

Hunag and Vliert (2003) found that extrinsic job characteristics has major influences globally but intrinsic job characteristics has more effect on western countries such as Europe, Canada and United States where cultures that are feature with little power distance (democracy), high social security, individualistic cultures, high national wealth. In contrast, countries like China with contradictory economic and social conditions have lower level of influence to intrinsic job characteristics.

The importance of this study is that it covers different cultures that have high power distance, high social security, individualistic culture, high national wealth. As well, intrinsic and extrinsic job characteristics will be evaluated to understand their effect on job satisfaction behaviours.

The job satisfaction behaviours will be defined and will be discussed in details. Then, this paper will explore the functions and goals of HR to understand why HR is a strategic partner toward organisational success.

Furthermore, the study will define two common managerial approaches in HR and explore on what bases HR management will change their practices according to internal and external factors. Next, we will present different strategic types and the key features of each and with focus in Defenders strategy firms HR practices.

Also, four modules of job design will be illustrated to discover the advantages and disadvantages of each approach. Finally, an examination of the influences of intrinsic and extrinsic job characteristics on behaviour is conducted to realize the correlation between their factors through quantitative approach.

Strategic groups are cluster of organisations in similar industries those are competing to attract the same customer's segment (Boxall and Purcell 2007, p.58). These firms are practicing similar marketing strategies, in reflection to that they are implementing similar HR practices to their employees but not necessary to implement those practices identically to all employees but it could be applied to every employees group similarly (Boxall and Purcell 2007, p.59).

Defenders strategy based organisations are typical firms classified due to their exterior market and strategy that affect HR practices applied. Defenders or "internal employment system" are well established organizations identified with centralized organisation structures and follow steady marketing strategies.

Defenders are producing limited number of products and services which gives them advantages in production cost and quantity. Their stable market allows defenders to extend their activities carefully and gradually (Marchington and Wilkinson 2005, p.106).

For example, when defenders want to produce new product, they buy the technology that already used to produce the same product or service from others well experienced organisations and that because they need to expand gradually and carefully.

Organisations are implementing several, Strategic Human Resources Practices (SHRP) according to their strategic choice. Organisations have the choice to provide low or high job security, limited or extensive training, low or high promotion opportunities and can allow low or high employees' participation in decision making. Also, they could implement result or behavioural oriented appraisals, extensive or restricted profit sharing system and tight or loose job descriptions (Delery and Doty 1996).

Extrinsic job characteristics or job designs is an aspect that influences job evaluation. Job design is the arrangement of job elements that could reduce or increase employees' efforts in accomplishing job requirements (Robbins et al.2009, p.249). Some routine, meaningless, repetitive and non-challenging jobs could cause frustration (Pattanayak, 2010 p.184).

To decrease monotony and boredom job designers could rearrange job components and change the way of managing people. Job designers could increase the amount of job activities by containing high skill variety that allows employees to use different abilities and talents. Also, implementing the task identity design can give the opportunity to workers to perform the entire process of the job (Robbins et al.2009, p.249-50).

Moreover, employees will feels that their tasks are significance when the job clearly affect others jobs and life such as customers. Furthermore, HR practitioners could give high level of freedom in schedules and procedures decisions. Finally, supervisors should provide clear information and direct feedback about the performance of employees (Robbins et al.2009, p.249-50).

1.1 Research Problem

The research is targeting of exploring the effect of employees perception about bundle of HR practices those typically applied by “Defenders strategy firms” in addition to the consequences of job design on job satisfaction behaviours.

This study desires to answer what is the impact of these practices whether it is negative, positive, or no relation on those behaviours. The importance of this examination is it will help "Defender's" strategy firms” to recognize what is the result of their strategic practices on job satisfaction behaviours. Also, this paper is vital to organisations to understand job design effects on behaviours of their workforces.

This paper will clarify the link between organisations strategic choices and the practices of human resources management. Similarly, the association between the different strategic groups to the techniques of job design.

During the last ten years Saudi oil industry suffers from low job satisfaction rates among their qualified workforces. That’s accordingly effect organisations efficiency and proficiency. The cost of recruitment and training are high while to the quality of work accomplished of new entries is relatively low. According to our observations HR practices or job designs contribute a high proportion of the causes of hunting and quitting jobs.

Oil sector as a part of semi-private sector is targeting to increase their profitability. Subsequently, this sector is taking into account in managing workforces to acquire the highest productivity regardless perceptions of employees. However, concentrating on productivity of individuals could have a reverse result and might affect their profitability by decreasing organisational commitment, loyalty and job involvements.

1.2 Aim

The aim of this investigation is to find the link between strategic defenders human resources practices and job design on employees' job satisfaction behaviours in Saudi Oil Companies.

1.3 Objectives

- 1- To investigate how perceptions affect behaviours.
- 2- To explore job satisfaction behaviours.
- 3- To discuss the different approaches in managing employees.
- 4- To value the role of HR and how it became strategic.
- 5- To present the bases of classifying different organisations.
- 6- To clarify the link between organisations strategic choices and the practices of human resources management.
- 7- To discuss Defenders HR practices in details.
- 8- To explain the association between strategic groups and the different techniques of job design.
- 9- To explore strategic HRM practices of defenders and job characteristics model effect on employees' behaviours.
- 10- To predict the outcomes of HR practices and job designs on satisfaction behaviours.
- 11- To suggest some improvements to influence specific behaviours and recommend some implications in HR process.

1.4 Rationale of the Research

This paper will consider the relation between the HR practices and employees' behaviours and assist to predict the results of such practices and recommend what can be improved.

In addition, this research is considering the factor of Job Design (JD) as second set of independent variables that may affect job satisfaction behaviours. Understanding of the influence of those practices and job design will possibly permit sustaining effective practices and escaping practices that have undesirable effects. Moreover, to assess employees behaviours in four main aspects including intention to quit, suggesting improvements to organization, loyalty and avoid neglect as payback.

The importance of conducting the surveys in general is not limited to maintain HR practices but also to assist top management to measure and predict employees' organization citizenship behaviours, satisfaction, commitments, deviant behaviours and intentions of leaving the organisation.

After publishing this report the managers will be able to amend job designs and HR practices to assure the best and efficient methods that could raise labor productivity, retentions and loyalty. In addition, it will aid organisations plan their recruitment process and tailoring organisational rules, procedures and policies.

Furthermore, by using the outputs of this study to assist creating a suitable HR practices that will retain individuals and encourage line managers to act upon these practices.

Finally, this paper will assess employees' perceptions and behaviours in many aspects such as: training and development, performance appraisal, employee voice, career opportunity, job security, job challenge and autonomy that might help to maintain their productivity and organisational overall performance.

1.5 Scope of the Study

The targeted industry of this research is the petroleum companies in the Kingdom of Saudi Arabia (KSA). Most of the KSA oil companies have similar works environments and guiding their efforts to satisfy the increasing demand of the worldwide energy. Accordingly, this industry faces similar threats of retaining workforces, undesirable behaviours, low productivity and lower job motivation.

Saudi oil sector has well established HR function and play a major part in the decisions of managements. In addition, their market is relatively stable with long-term customer's relations. However, most organisations in this sector are semi-government with foreigner's partnership.

According to Ghoson (2013) the training and development general manager in ARAMCO the largest oil company in Saudi Arabia in an interview with HR management magazine, Saudi oil companies and especially the largest oil company is practicing extensive training to build highly technical and leadership competencies with clear career path for young professionals. Moreover, they implement high job security as strategic choice to increase employees' commitments. Saudi oil companies closely monitor employees' behaviour to assure they learn and implemented required skills and they assessed accordingly.

Oil companies providing highly competitive compensation packages including long-term thrifty plans without implementing profit sharing programs. Top management are valuing employees' participation in decision making because of their believing of involvement in decision making will lead to committed workforces.

2. Literature Review

Previous researchers recognize some evidences support the relationship between HR practices, job design and behaviours. However, researchers examined limited number of HR practices concerning the influence of some HR practices but they did not take into account that HR practices might have different consequences on job satisfaction behaviours if these practices are implemented as a bundle of HR practices.

The literature review will discuss the major components of job satisfactions behaviours; and then give brief descriptions about HR practices of the most common strategic classifications as well as Defenders strategy organisations. Furthermore, paper will link the strategic groups' objectives to the components of job designs. HR practitioners employ job design components to influence desirable behaviours and motivate some attitudes to achieve organisations strategic goals.

2.1 Key Behaviours of Satisfied Employees

Human beings are continuously evaluating what they perceive toward their environment. These evaluations are creating attitudes either positively or negatively. In many cases these attitudes are generating different behaviours. Behaviours are intentions to perform actions usually as consequences of certain attitudes. (Robbins & Judge 2009 p. 109)

When individuals judge some attitudes as important, most likely, they will perform some expected behaviours (Robbins & Judge 2009 p. 112). For example, when a manager always humiliating an employee we can predict that this employee will hunt to find a new job with more respectful environment.

The emotional feeling toward the job characteristics represents job perceptions. The sense of job satisfaction could be created from a specific event or building up over a period of time. When the job objectives aligned with employee's values and goals the level of job satisfaction probably will be high (Stewart & Brown 2011, p.258).

Indeed employees' behaviours are strongly influenced by job satisfaction. Satisfied employees evaluate the conditions in the organisations to recognize the personal gained added value. The added value is the difference between employee efforts and rewards. Whereas satisfies employees consider rewards are at least equal or more than exerted efforts. Job might be considered as exchange of interests and this type of deal is a part of organisational commitment.

Suliman & Iles (2000) argue that exchange of interests' commitment which is identified as the behavioral approach is enhances employees' performance. Other researchers have corresponding findings, Murphy et al (2002) argue that there is a strong association between job satisfaction and behaviour but with less influence on productivity. Also, Foote & Tang (2008) declare that there is important association between job satisfaction and behaviours but when job satisfaction is integrated to team level then it will lead to additional powerful impact on behaviour.

Thus, satisfied employees usually are committed to the organisation and have acceptable performance. Some types of organisational commitment and performance level could be considered as indicators of job satisfaction behaviours.

Job satisfaction behaviours could be influenced from six main attitudes abstracted from job characteristics evaluation. First, empowerment evaluation which includes involves employees in decision making or being satisfied with information and feedback of the organization (Stewart & Brown 2011, p.258). Empowered employees will have the responsibility feeling that could influence them to improve performance and behave with greatest efforts. Also, feedback will direct their efforts toward the correct behaviour because of knowing the result regularly.

Second, job fulfillment and that is the employee feelings of personnel accomplishment because of excellent utilization of personnel abilities and skills (Stewart & Brown 2011, p.258). Usually, humans want to feel the importance of their existence by implementing tasks with their highly appreciated abilities.

Third, payment satisfaction related to other people or similar job type. Individuals are comparing their efforts and compensations with coworkers or similar roles in the job market (Stewart & Brown 2011, p.258). If the amount of efforts exerted are more than coworkers and the employee is earning equal or less than others that would decrease the level of efforts. Furthermore, if organisations salaries are not that competitive in comparison to similar industries, that will lead to reduce workers efforts or direct them to hunt for other jobs (Stewart & Brown 2011, p.258).

Fourth, work group or coworkers' satisfaction if there is a good cooperation between groups then it will result quality outputs (Stewart & Brown 2011, p.259). Conflicts among individuals or between teams definitely will raise frustration and disable organisation development.

Fifth, organisations those provide job security satisfaction, non-financial compensations and benefits and satisfying basic needs including job security, family and medical care are most likely will pass up concerns and encourage individuals to perform according to organisation goals (Stewart & Brown 2011, p.259).

Sixth, organisational culture satisfaction such as continuance learning , competitive teams and productive society. Organisational objectives those match employees aims make employees more committed to their organisations (Stewart & Brown 2011, p.259).

There are four main typical behaviours considered as consequences of job satisfaction. First, exit behaviour where satisfied employees are not planning to leave their organisations or hunt for new jobs. Second, job satisfaction will influence employees to be active in voice (expression) behaviour by suggesting improvements concerning work process and contribute in organisation development by giving ideas to solve problems (Robbins & Judge 2009, p.121).

Third, satisfied employees are loyal to their organisation and support its position by continue working with their best efforts even in the challenging conditions. The reason behind loyalty behaviour might be they trust management and optimistic for hard conditions improvements (Robbins & Judge 2009, p.121).

Finally, job satisfaction most likely has strong relationship with performance. As discussed earlier employees will evaluate organisation's circumstances and if they believe that the organisation deliver enough rewards compared with efforts they will be satisfied and feel of payback (Suliman 2007).

In general, job satisfaction will motivate employees to improve their performance (Turnipseed and Murkison 1996). Satisfied workforces are conscientious perform acceptable efforts, they will not allow work circumstances to get worse but will avoid neglect and comply with attendance and regulations (Robbins & Judge 2009, p.121).

2.1.1 Exit Behaviours

If an employee with excellent performance make the decision to leave a job. HR department would announce for this vacant position with similar competencies. The process of replacing a team member, most likely, will disrupt the whole team productivity. For example, football teams need certain time to synergies efforts between members and high withdrawal from the team would affect their success. Thus, organisations would like to retain their workforces to sustain high productivity.

Furthermore, recruitment and selection process will consume time and money. In addition, induction and training efforts for new employees will require high efforts from current employees. Organizations' resources must be saved by implementing retention programmes that aim to reduce turnover and increase efficiency.

Well trained and productive employees with the right competencies will have high probabilities to acquire better jobs. Headhunters are targeting current productive employees even if they are not active in looking for jobs.

Many organisations have high concern to retention management. Corporate understand the value of employees and the effect of high turnover on competitiveness and profitability. New blood would be essential to acquire new ideas and strategies. Well-managed corporate will sustain acceptable turnover rates and recruit new employees those, most likely, will keep on for long time (Stewart & Brown 2011, p.250).

Individuals' perceptions about organisation and expectations from employer will influence employees' behaviours (Robbins & Judge 2009, p.174). In many case employees with less than expected compensations will have high quit intentions (Bratton & Gold 2007, p.205). Exit behaviour is a response toward leaving the job by hunting for new jobs and resigning (Robbins & Judge 2009, p.121)

Other factors should be taken in account affect exit behaviour such as job design that must meet expectations. The amount of challenge, tasks arrangements and autonomy in decision making are also significant factors affect perceptions.

Interpersonal and the interaction with team members will influence exit behaviour. Human being need to be accepted from society and looking to have adequate attention from supervisors. Managers should provide enough training and development opportunities to employees to satisfy their basic needs (Bratton & Gold 2007, p. 205).

Exit behaviour influenced by psychological and social factors such as the friendship and relations built up during time. In many case employees will be committed to their organisations because they built a strong relationship which will be lost when they change their current jobs. For this reason some organisations seek to attract talents through creating the open culture that welcome new team members. Finally, HR practitioners perform high efforts to demotivate exit behaviour and motivate other positive behaviours like voice (expressive) behaviour.

2.1.2 Voice Behaviours

Voice behaviours are above than expectations behaviour that highlights a communication of helpful solution for problems inside the organisation with an intention to improve the situation rather than destructive criticism (LePine and Dyne 1998). This behaviour probably is not stated within employee job discretions or assigned tasks (LePine and Dyne 1998). For example, when worker suggest an innovative improvement in the production process that increase productivity, quality or decrease cost.

Employees those have this behaviour are evaluating the current situation. Then, they realize that their opinions are not matching the actions to existing conditions. Thus, they would suggest, discuss and cooperate with others to find suitable improvements to what they believe as challenges to the organisation (Robbins & Judge 2009, p.121).

LePine and Dyne argues (1998) that voice is a reaction to dissatisfaction with particular side of the job but with high rank of general job satisfaction or earlier job satisfactions. Others debate this behaviour will be motivated if employees are encouraged to speak up from their supervisor, those superiors should have the authority or empowerment to reward employees for their improvements and recommendations (Detert and Burris 2007).

How employees conceptualize or understand the tasks boundaries is another aspect. Individuals in firms may recognize such behaviours as normal or part of the job (Jacqueline et al. 2004). The description of job duties and how organisations are stating it is an important part in job understanding.

If employees believe these extra job activities are within their job boundaries or at least as an integration of their tasks, employees behaviours will be more engaged in suggestions behaviours than if they are considering it as extra job. The ambiguity in job descriptions and the loose job definitions could have positive influences on job conceptualization. Therefore, employees will recognize the extra jobs as essential.

2.1.3 Loyalty Behaviours

Loyalty behaviour is an optimistic behaviour where the employee is looking ahead for the future of the organisation, current conditions will be better even if they did not reach the satisfaction level (Robbins & Judge 2009, p.121). Optimistic employees are defending the organisation position and trust that top management will make the right decisions (Robbins & Judge 2009, p.121).

Loyal workers are continuing with their best performance in their current tasks while organisation is facing certain challenges. These challenges could affect employees work pressure or holding increments for certain time. It can be understood that some individuals can stay loyal to an employer with low satisfaction for personal reasons (Allen and Tushman 2009). Other employees could cover the duties for vacant positions and accept the hardship with the aim for promotion opportunity in the future (Allen and Tushman 2009).

Employees with loyalty behaviours are expecting improvements in the near future and conditions will return be pleasant as earlier periods (Si and Li 2012). Thus, they accept the temporary suffering as well as they are able to pay back some of their previous job satisfaction (Si and Li 2012).

Similar to loyalty behaviours, organisational commitment attitude is that the employees identified the firm goals and want to keep the relationship with their organisation (Robbins & Judge 2009, p.113). Affective committed employee will be loyal to the organisation because of the matching of personal and corporation believes and values (Robbins & Judge 2009, p.113). Also, normative committed employee will keep a member of an organisation whatever conditions are corresponding to personal ethics and morals (Robbins & Judge 2009, p.113).

Loyalty behaviours and commitment attitudes are constructive and productive. Suliman & Iles (2000) found that employee with affective commitment attitude could lead to improve worker performance. Whereas, they did not find enough evidence that support the link between normative commitment and productivity. Nonetheless, all organisations, most likely, are targeting to have loyal employees continue perform their tasks in hard conditions as well as preferable conditions.

2.1.4 Neglect Behaviours and Feeling of Payback

Neglect behaviour starts when workers decrease their job commitments by perform fewer efforts while conducting job duties. High level of absenteeism rate ,in addition, to the delay in assigned tasks that is a good indicator of employee's neglect behaviours. Because of low performance, employees with this behaviour will not be cooperative and helpful with colleagues. To sum up, withdrawal employees are less committed, low productive, not cooperative and not respect attendance rules (Stewart & Brown 2011, p.260).

Many unsatisfied employees that reached withdrawal level most likely will decide to quit. However, these unsatisfied and withdrawn workers will not quit but they will continue working without engagement.

Lack of employee engagement will reduce the involvements in job tasks and enthusiasm (Robbins & Judge 2009, p.117). The reason behind continuing working without the passion is the financial and emotional cost that will be missed when they decide to quit.

Similarly, continuance committed attitude would influence employees to stay as payback for their financial compensations. However, this commitment will disappear if they succeed and find better job with higher salary (Stewart & Brown 2011, p.260).

However, we can notice that voice and loyalty are positive reaction in the way that people try to stimulate or sustain pleasing employment circumstances, while exit and neglect behaviours are considered unhelpful response (Si and Li 2012). From another point of view, exit and voice behaviours employees make their efforts to manage their low satisfaction, but loyalty and neglect are more negative and distribute (Si and Li 2012).

3. Strategic Human Resources Management

Human resources management HRM is set of activities and practices aimed to manage people inside organisations (Boxall and Purcell 2007, p.1). The main part of HRM duties is to decide policies and practices to organize the work itself (Boxall and Purcell 2007, p.3). These policies and practices are forming the roadmap of attracting and manage talents. Others debate achieving strategic objectives would be effective through managing organisational behaviours (Harzing & Pinnington 2011, p.27).

Human resources management and organisational behaviours are guiding procedures such as: recruitment, selection, positioning, training, development, compensating, appraising, motivating and retaining vital talents (Boxall and Purcell 2007, p.4).

After setting guidelines to reach organisational goals, firms would enhance individual's performance as part of HRM. Organisations are needed to make sure that their attracted talents have the adequate abilities to perform the job well through e.g. recruitment and selection (Boxall and Purcell 2007, p.5).

In addition, arranging practices such as compensations, training and development are essential for motivating employees to keep their performance to certain level (Boxall and Purcell 2007, p.5). Also, firms should provide the opportunity by adapting suitable structures, cultures and job environment (Boxall and Purcell 2007, p.5). Summing up, individuals' performance level depends on three main components ability, motivation and opportunity.



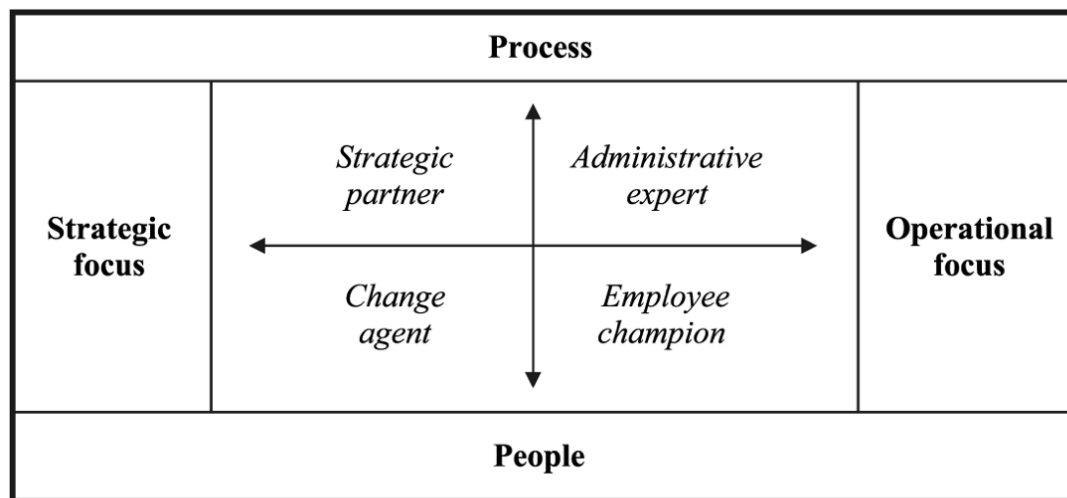
Figure 1: Individual's performance components AMO framework, HRM practices and Job satisfaction effects on behaviours (adapted from <http://www.timelesstime.co.uk/white-papers/competitive-advantage-through-people/>, 26/01/2013)

3.1 Functions and Goals of Human Resources Management

Obviously, the functions of HRM are wide, where these functions are targeting establishing process to manage people in the short and long-term (Stewart & Brown 2011, p.19). HR teams are the reference to employees to learn about their department's functions and its administration procedures (Alfes et. al. 2010).

Moreover, HR teams are the "employees' champions" their roles will be as referees those will accept grievances and claims from employees to assure that they are treated fairly (Stewart & Brown 2011, p.19). Furthermore, one of its effective roles is the change initiators those will develop organisations and human capitals to face and survive future threats (Alfes et. al. 2010).

The fourth function which will be focused on is the "strategic partner". HR teams are cooperating with other departments and top management to achieve the strategic objectives of the organisation (Alfes et. al. 2010). By providing suitable solutions for internal and external risks, HR teams are playing the role of strategic partners (Stewart & Brown 2011, p.19). As a result, firms will use organisational resources effectively to sustain their competitive advantage.



Source: Ulrich (1997)

Figure 2: Functions of Human Resources Management (adapted from <http://www.joyschwartz.com/tag/strategic-partner/>, 26/01/2013)

Barney (1991) argues that organisations will sustain competitive advantage when they execute strategies that take the advantage of their internal strength, through reacting to external opportunities in parallel with reducing the effect of external threats and stay away from internal weakness.

Organisations are aiming to keep business within their industry economically viable. Sustaining enough profits to continue the life cycle of the organisation is a main economic goal of HRM (Boxall and Purcell 2007, p.11). Effective HR teams will assure that they retain and develop productive employees with minimum cost and number of employees (Boxall and Purcell 2007, p.14).

Furthermore, maintaining economically feasible organisation should be flexible to changes. To enhance flexibility some adoptions are expected to be implemented from time to time with minimum effects on organisation major activities (Boxall and Purcell 2007, p.14). HR practices might be adapted according to the economic conditions.

For example, organisations would adjust compensation packages to be affordable if organization's sales are decreased. For this reason many companies try to be quick responsive to economic conditions by designing the salaries to be consist from fixed salary in addition to variable part e.g. sales commissions and bonuses (Boxall and Purcell 2007, p.15).

In the long-run HRM shall provide the agility in their strategies to be changed dramatically in response to environment changes e.g. cost and technology (Boxall and Purcell 2007, p.14). Kodak the famous photography film makers in the 1970's which dominated the market at that time is one of the organisations which could not survive because of the dramatic change in technology from films to digital cameras. HRM practices should update employees' knowledge and attract talents that will help the organisation to sustain its competitiveness. Other example but with successful adoption is IBM where it has been agile by transferring its factories to China to keep the labor cost low.

	ECONOMIC	SOCIO-POLITICAL
Static	Cost-effectiveness	Legitimacy
Dynamic	Flexibility; Sustained Competitive Advantage	Autonomy

Figure 3: The goals of HRM (adapted from Boxall and Purcell 2007, p.14).

However, organisations must not ignore their corporate social responsibilities. HRM could manage organisational operations to comply with local laws and provide social legitimacy (Boxall and Purcell 2007, p.17).

For example, employees work conditions must fulfill minimum requirements according to labor laws. Also, salaries are essential to be higher or equal to the minimum payments in that country. Some ethical practices would be recommended to apply e.g. equal employment opportunities, keeping clean environments, fair purchasing prices and charity organisations support.

HR teams are authorized to use power to boost its autonomy and direct employees toward desired behaviours. HR would establish stated disciplinary actions to apply them when an employee or groups of employees reject chain of commands (Boxall and Purcell 2007, p.18). Enhancing organisation autonomy is an additional goal from multi vital goals HRM practices have provided.

HRM goals vary from creating cost effective system of employee management to creating social legitimacy within operations environments (Boxall and Purcell 2007, p.29). Moreover, HRM targeting to sustain flexible organisations those make dramatic changes without effecting core business (Boxall and Purcell 2007, p.29).

3.2 Sustaining Competitive Advantage through Human Resources Management

Successful HRM strategies have essential effects on the survival, development and profitability (Harzing & Pinnington 2011, p.15). The strategic analysis starts from SWOT analysis (Strength, Opportunities, Weaknesses, and Threats) then, to formulation of the strategy and finally implementation.

However, it is complex to design an effective organisation strategy and sometimes it has unexpected results (Harzing & Pinnington 2011, p.17). This strategic analysis probably will be reviewed and adapted continuously during implementation phase and learn from previous mistakes (Harzing & Pinnington 2011, p.17-8).

In general, sustaining competitive advantage via people management is an important factor makes organisations employ its resources effectively. Firms will sustain competitive advantage when they put into action a strategy not employed by any other current or expected competitor and in the same time these competitors are not able to duplicate their strategy (Barney 1991).

Organisations resources are including assets, qualifications, organisation characteristics, process, information, knowledge and others. These resources could be such as physical, managerial structures and human capital. The concerned capital here for HRM and resource based view RBV theory of Barney (1991) is the human capital which is including talents, experiences, relationships, intelligence and managers decision makings. According to Barney (1991) organisation resources should be rare, valuable, difficult to imitate and not substitutable to be strategic resources.

Firms those possess skillful, valuable talents and rare in the job market e.g. charismatic leaders, top management synchronized teams and scientist, those talents will give the organisation the ability to use its strategic resources as a competitive advantage. Consequently, other competitors could not imitate these talents or human capital easily (Barney 1991). The difficulty in copying talents may be caused by organisation location and cultures. Human valuable resources are improving the effectiveness and efficiency of organisation. Also, Managerial talents are essentials in implementing all firms' strategies.

In conclusion, the strategic choices of the way firms manage people will give these organisations a competitive advantage or might not be that effective. What explains these variations in performance between firms is the strategic HRM practices used in each organisation (Boxall and Purcell 2007, p.58).

In the literature many advocates and arguments presented of the effective ways of integrating HRM to be strategic in addition to the evidences of this integration (Boxall and Purcell 2007, p.56). These advocates can be classified into two main approaches.

First, "best practices" or "Universalism" some theorists are identifying specific practices to manage people. These practices are to be implemented in the organisations with minimum concern about other elements of firm's strategy (Boxall and Purcell 2007, p.56).

The second school suggests to firms to adapt their strategy according to many aspects including firm's strategies. The second approach called "contingency" or "best fit" school (Boxall and Purcell 2007, p.56).

3.3 Universalism approach

This approach argues that there are common practices should be implemented in all firms which will help in managing workforces and arrange work (Boxall and Purcell 2007, p.56). Others debate, these set of practices will lead to superior organisational performance (Armstrong 2011, p. 55). Other researchers explained the reason behind best practices power is the interaction between the practices and they suggested to be applied as cluster or bundled together (Stewart & Brown 2011, p.52, p.76). For example, the link between practicing internal staffing and hiring fresh graduates, in contrast to the association between decreasing promotions and recruiting experienced employees.

The basic task of leaders is the identification of the suitable group of practices according to the conceptualization of their strategy. Managers must encourage employees to be committed to these best practices and assessing them according to their elements (Boxall and Purcell 2007, p.73). Assessment elements will control or motivate behaviours of supervisors and most of employees expected to adhere or encouraged to commit. At the time supervisors implement and stick to these elements they will be rewarded (Boxall and Purcell 2007, p.73).

The first bundle of practices is standing on controlling strategy by standardization and efficiency. The stated practices of control strategy are cohesion supervision, strict commands, constricted job responsibilities and training is mostly on job training. (Stewart & Brown 2011, p.52)

The second group of practices is commitment strategy where employees are empowered on their duties and establishing loyalty and commitment relationships between organisation and employees. Some practices are declared to this strategy for example, pay on merit, sophisticated and selective recruiting, extensive training, teamwork structure, information sharing and involvement in job decisions. (Stewart & Brown 2011, p.52)

While the control strategy could widen the gap between managers and employees, In contrast, commitment practices might raise the interaction among supervisors and their subordinates. Most likely loyalty strategy would raise job satisfaction and eventually productivity.

However, this strategy possibly will raise the expense of salaries because of higher quality staffing and extensive training, also may be not accepted to implement in organisations that depreciate innovation. In conclusion, top management shall identify the bases of their strategy for committing, measuring and rewarding their employees.

Theorists of universalism approach assume they shall boost the shareholders value in designing their best practices. In the same time this approach practices should support employee interests. Balancing these two factors in the way that organisation will sustain its profitability, competitiveness and legitimacy inside the firm and in the society. (Boxall and Purcell 2007, p.74)

This paper will summaries three main models of best practices including Pfeffer's (1988, 1994) seven best practices, Guest(1999) and high performance works system HPWS.

Pfeffer's (1988, 1994) seven best practices are aiming to carefully recruit highly qualified talents and train them extensively to be able to deal with various fields. Then, organize them in synchronized teams, in addition to implementing commitment strategy practices. Commitment practice such as above than average payments, securing their jobs, assure equal employment opportunities and exchanging information among teams. Pfeffer (1988, 1994) argues via implementing these practices will yield highly motivated employees and consequently they will produce high profitability so organisation will compete in the market. (Boxall and Purcell 2007, p.76-7)

Pfeffer 7 practices are:

- Secure job
- Sophisticated and selective hiring
- Arrange work in teams
- Pay according to organisation performance
- Extensive training
- Avoiding segregation and discrimination between people
- Sharing Information among teams

Guest (1999) confirms Pfeffer's practices and highlights the importance of the identification of talent people to contribute effectively. Also, Guest emphasizes on training and adds that training should be ongoing process. In addition, to the value of the two way communication between to keep employees updated about the progress of firm activities. (Armstrong 2011, p. 56)

The further in Guest theory of best practices are the focus on job design and sharing ownership. This theory suggests designing the jobs in the way that guarantee flexibility, motivation and commitment. Guest job designs recommend supporting the sense of responsibility and autonomy by allowing employees to fully exercise their skills and knowledge. However, for raising the feeling of contribution and responsibility of individual's efforts, Guest suggests the ownership programs; those plans will divide quotas of the firm's stocks to employees as bonus according to the financial performance. (Armstrong 2011, p. 56)

High Performance Work System HPWS is one theory of best practices theories focus on some of HRM practices, work and job structures, management of people and their relations. HPWS recommend to implement HRM practices those assure job security, extensive training and payments according to performance. Also, work structures shall be arranged as self-managed work teams and assigned jobs should be from different levels e.g. planning, implementing and reviewing quality of outputs. (Harzing & Pinnington 2011, p.295)

People management is through involving teams in decision making to improve the work quality. Involving people is an important part of HPWS which is considering employees inputs in work process and share information as a part of training to develop skills and gain new knowledge. The top management must take into account maximizing the benefit for employees and management in decision making and avoid the conflict of interest between them. (Harzing & Pinnington 2011, p.295)

HPWS is not exclusive to these four parts but support other practices, including fair treatment with human differences or equality and justice. Also, guarantee pay satisfaction and job flexibility such as flextime and jobs sharing (Harzing & Pinnington 2011, p.295). However, the high performance work system mainly targeting to maximize performance via HRM and as mentioned earlier individuals' performance level depends on three main components ability, motivation and opportunity.

Boxall and Porcell (2003) created the equation of performance and its components as $\text{Performance} = f(\text{Ability, Motivation, Opportunity})$. HPWS take each part of this equation and specify suggested methods to achieve them. In the "Ability" element candidates shall be screened carefully to make sure they have enough abilities complied with job requirements. Selection and recruitment procedures will be support the matching process of knowledge, skills and attitudes to vacant jobs. Also, procedures would maintain continuous training that concentrates on various skills of team building, problem solving and technical parts. (Harzing & Pinnington 2011, p.296).

"Motivation" components are described to motivate people to do job well, organisations shall link employees payments with organisation overall performance and team work arrangements. While performing well will be with SMART (Specific, Measurable, Attainable, Realistic and in specific Time period) goals those are challenged. Providing job security will orient the environment of trust and most likely will motivate employees' commitment and enhance performance. (Harzing & Pinnington 2011, p.297).

The last part of performance equation is "opportunity" where HPWS suggests empowering and interacting with employees' voice about work problems and recommended solutions. In addition, if organisations appreciate employees efforts by providing feedback and rewards suitable behaviours will probably reflects to organisation performance. Other researchers debate HPWS practices should be coupled with commitment and engagement incentives to expand helpful believes and attitudes. (Harzing & Pinnington 2011, p.297)

The various "universalism" approaches indicates specific practices; researchers argues about these practice that they need to be bundled together to enhance their harvests. Each single practice has its own output but if it is packaged they will have much more benefits than the sum of single practices. (Harzing & Pinnington 2011, p.297)

Overall, most of best practices schools state similar objectives in their understanding of enhancing performance. These theories support related and impressive thoughts such as: taking care of staffing, intensive training in various jobs fields, employee voice, priority of promoting current employees, commitment, organisation justice, teamwork, autonomy, job security, payments linked to performance and rewarded salaries.

In the real life there are many organisations has implemented contradicted practices and succeed in their performance. Logically, executing different practices will perform various results; the expected results from employees will justify the reason behind selected practices. Those practices influence employees' behaviours and generate different products and services in parallel with targeted position in the market. The competitive strategies and customers types definitely are different from one organisation to another. (Armstrong 2011, p. 56)

Moreover, organisations lifecycle stages vary between start-up, growth, maturity to decline and it will not be reasonable to treat both periods identically. Also, cultures may vary from country to other and what is applicable in one society would not be suitable to be practiced in other (Armstrong 2011, p. 57).

For example, it would not be expected to involve employees in decision making in China but it would be weird if not in Canada. Finally, universalism approach theorist did not give evidence of the way to reach high organisational performance instead they recommend general practices that could be implemented in more than one simple way (Boxall and Purcell 2007, p.78).

3.4 Contingency approach

In contrast to universalism approach, contingency school claims there is no best practice to implement; instead of that organisations shall align HRM practices with various matters such as desired employees behaviours, development stage and competitive business strategy. Strategic contingency of HRM School can be defined as: tailoring HRM practices to fit the unique conditions of an organisation and take in account internal and external situations (Boxall and Purcell 2007, p.61).

The best fit school demonstrates that HR strategy supposed to be contingent on the perspective, in other words the situations of the organisation and its style. Best fit could be understood either by vertical integration or the link between the organisation's business and HR strategies. There are three main classifications of contingent approach the life-cycle model, competitive strategy and strategic configuration. (Armstrong 2011, p. 57)

3.4.1 Life-Cycle Model

The life cycle model concerns basically in the products four main stages. This includes: start-up, growth, maturity and decline and reflects product stages on firm's life cycle. In the start-up stage the HR functions most likely will be informal and not strict to fixed practices. The owner of the business could deal with many tasks according to the low scale of productions. Later on, when the sales, products and market increased; this recent situation will necessitate adding specialist functions and building formal structure. (Armstrong 2011, p. 57)

The growth stage most likely will catch the attention of specialized professionals in the required fields although; it is the moment for innovation and development of policies, practices, training, and talent and performance management. The maturity stage will be less innovative in HR practices and the need for strengthen current practices instead of creating new ones. The decline stage will need tough decision making to rescue organisation from decline toward growth stage again it might be essential to restructure or downsize human resources. (Armstrong 2011, p. 58)

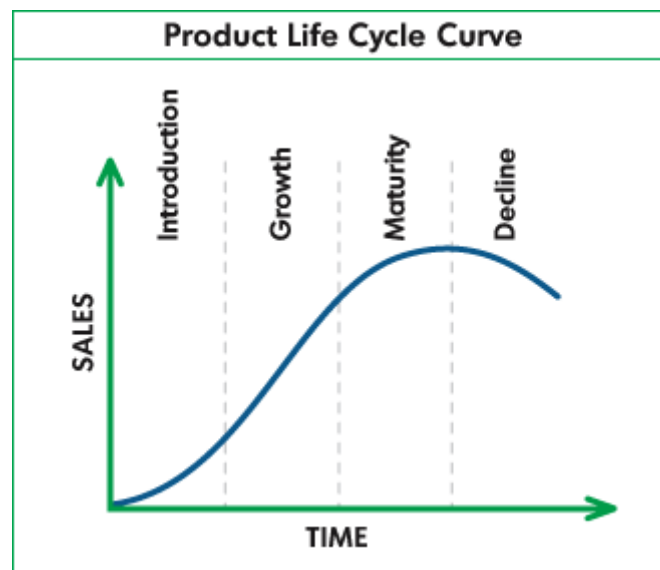


Figure 4: Product Life Cycle Curve (adapted from www.tomspencer.com.au, 26/01/2013)

3.4.2 Competitive Strategy

The competitive strategy is another way of contingency approach where HR practices will be varied according to desirable position or the image of organisation in the market. Some organisations looking to be the unique producer of a specific product and their competitive strategy are innovation; in the real world organisations such as Apple, Samsung, Google and Toshiba might be classified in this area.

"Innovation" strategy organisations are focusing on managing their human resources on "differentiation" by employing specialists to particular tasks. These firms concentrate on final outputs rather than controlling the process. Probably employees of this type have many alternatives of achieving duties. In consequence, whatever chosen method employees are accountable on final product or service. (Stewart & Brown 2011, p.55)

Institutions those generating customized products and services will be suitable for implementing this differentiation strategy also by focusing on outcomes. There is no best way to follow but employees could use different techniques for each order. As well, financial and insurance companies where employees are dealing with dissimilar customers expectations might implement innovation strategy. The distinctive needs of customers instigate employees to find actions complied with every deal. (Stewart & Brown 2011, p.55)

According to Schuler and Jackson (1987) employees in these organisations shall be influenced to behave creatively, independent, risk takers, more responsibility for outcomes on the long-term, changing according to conditions, able to work with unclear situations, highly involved in jobs tasks and have variety of skills to produce high number of quality products.

To influence employees to work differently some practices would be implemented. Appraisals systems should be extended to the long term and cover group work evaluation. Innovation strategy needs cooperation between teams, high concern in learning new skills and employees those able to change job systematically with job rotation. (Schuler and Jackson 1987)

Long term appraisals would be helpful for influencing employees to not concentrate on quick results but to make their efforts positive for the long term. The interactions between teams will support earn new knowledge and shape skills from job partners. Rotating employees can be another method to get experiences and help to understand the full picture of the whole process.

Recruiting highly skilled employees will be essential for maintain innovation strategy with applying minimum control or instructions to provide wider space of creativity (Schuler and Jackson 1987). Motivating internal creative thinking and afford suitable knowledge with freedom for trial and error will produce the innovation environment (Robbins & Judge 2009 p. 193). As an effect of creating creativity culture employees will be self motivated, independent learners, committed and self controlled. (Schuler and Jackson 1987)

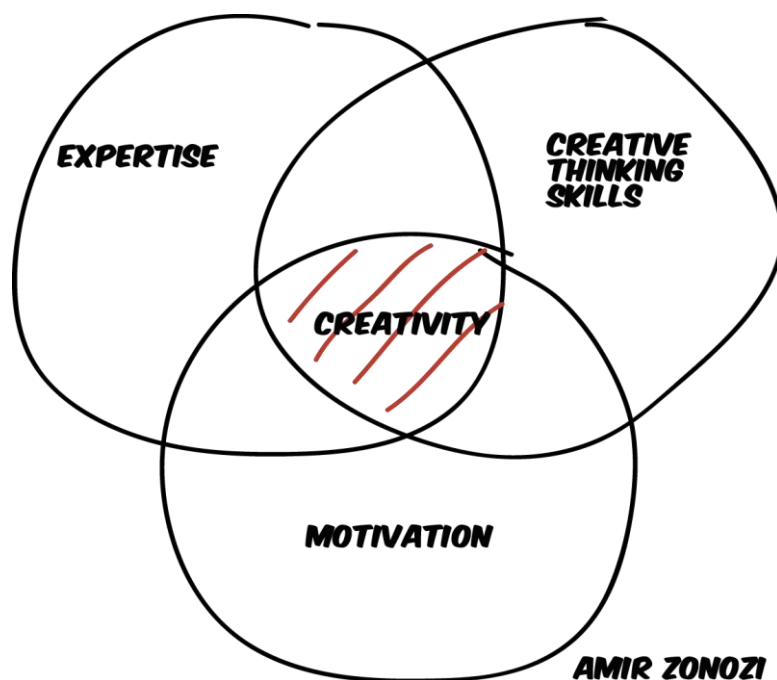


Figure 5: The Three Components of Creativity (adapted from <http://zonozi.me/2012/03/18/breaking-down-the-components-of-creativity/>, 26/01/2013)

Other firms are aiming to distribute high quality supplies and services to consumers; the right strategy name of these firms is "quality enhancement", a good example could be Honda motors, General Electric and Philips electronics.

Quality enhancers are targeting to execute tasks correctly from the first trail but deliver more assured quality products. The way quality enhancers managing their people are critical because employees are the real quality improvers. The suggestions of developing quality will probably come from them, for that reason employees voice are encouraged. Job descriptions shall be clear and predetermined to avoid ambiguity of understanding expected behaviours and keep away from errors. (Schuler and Jackson 1987)

Schuler and Jackson (1987) argue that for quality enhancement strategy firms should implement practices those comply with their competitive strategy and in consequence to motivate desirable quality improvement behaviours. The theory explained that particular behaviours will be suitable for quality enhancement strategy targeting "Work commitment and utilization". Employees should be low risk takers and predictable behaviours, reliable, concern on processes highly, normal concern on output, committed to goals and corporative.

Self-check of quality would strength quality assurance and also increase volume of outputs and enhance commitment. In consequence, lower number of employees' will be needed to produce the same amounts. Result oriented appraisals based on individuals and group results will encourage the workers to cooperate as teams. To enhance teamwork making sure of equal employment opportunities culture will be helpful. (Schuler and Jackson 1987)

However, continues formal and informal training and development will be vital to keep employees committed to the quality improvements. The value of long term learning is helping to raise organisational commitment. Then it will assist to retain employees which will be strengthen through fulfill the need for growth with providing secure jobs and internal careers opportunities. (Schuler and Jackson 1987)

Quality enhancements strategy organisations are advised to implement stated related practices to survive in the quality position in the marketplace map. Self acquired feedback would raise confidence and correct wrong actions during process. Because quality enhancers are to observe potential in their current employees, this will make them implement practices that make employees more committed mainly to the long-term quality goals.

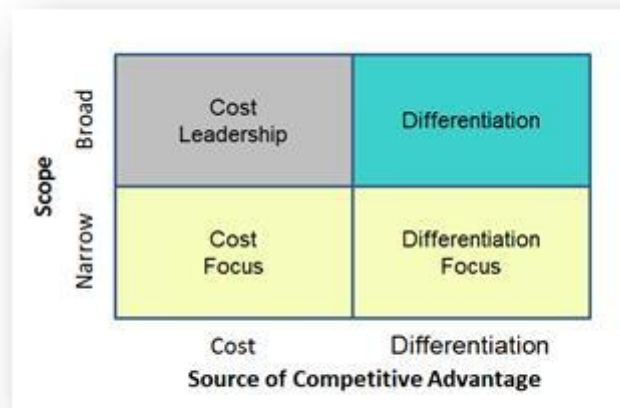


Figure 6: Typologies of Competitive advantages (adapted from Boxall and Purcell 2007, p.66)

Cost reduction strategy where companies are targeting to cut cost and manage their expenses by reducing the risk of creating new products and services. Instead they follow successful firms those producing acceptable products and services for existing consumers, a good examples of cut cost strategies organisations could be Fly Dubai, Wal-mart and Gap clothes.

Dislike innovation strategy; cost leadership strategy organisations identify precise behaviours expectations from employees, so they have high control on the process. This strategy is applicable when the consumers' desires are well explored and rarely changed. Many firms make up mass productions that require minimized unexpected behaviours to maximize their efficiency. (Stewart & Brown 2011, p.55)

Processes are standardized and each employee is well recognizing the required behaviours and willing to expect others behaviours (Stewart & Brown 2011, p.55).

Since cost reduction firms are aiming to maximize profitability they decrease the cost per employee. To do that, they are maximizing efficiency through reducing wages and number of workers to minimum as they can. In the same time they have high concerns for outputs amount. Thus, they mainly depend on automated machines to increase production quantity. (Schuler and Jackson 1987)

Employees' behaviours should be repetitive, expected and not encouraged to take risk because reduction firms are not willing to handle extra cost. These organisations are tightly controlling behaviours via specified job descriptions, specific tasks and narrow career paths.

Furthermore, appraisals are concentrating on short-term, results oriented assessments and these evaluations are usually not used for employees' development. (Schuler and Jackson 1987)

Cost reduction organisations are implementing control strategy on employees for close supervising activities. Workers are requested to follow standard and simple instructions from supervisors with almost no involvement in decision making or employees' voice. (Schuler and Jackson 1987)

Cost reduction strategy practices might seem not fair especially for minimum payments, narrow career paths and control strategy. The side effects of implementing this strategy could be harmful for the long term.

These organisations might expect high turnover or some deviant behaviour because of close control that cause lack of freedom. The need for growth is essential need for human beings. In the case where wages are not fulfilling the basic needs most likely some employees will try to make fraud or at least minimize efforts. Cost reduction strategy firms need to solve and deal with these issues by assuring basic human needs.

To sum up, the competitive strategy theory argues that role characteristic or behaviours of people e.g. creativity and risk taking should match organisation competitive strategy to get maximum advantages from human resources.

In the same time these competitive strategies should match HRM practices e.g. recruiting, appraising, training and development. Schuler and Jackson (1987) debate that firm's effectiveness will increase if HRM practices match competitive strategies and these HRM practices shall be harmonic to each others to be strategic.

3.4.3 Strategic Configuration

The third type for contingency approach is the strategic configuration where this theory argues that organisations will be more effective if they adapt their HR practices to one of ideal models "equifinality" which is defined by Miles and Snow (1984) and presented by Delery and Doty (1996). The improved effectiveness is asserted to interior consistency or match linking the patterns of appropriate background, structural and strategic factors (Armstrong 2011, p. 59).

The main concept behind strategic configuration is to look for related and homogeneous HRM practices that maximize internal fit (inside organisation) and then link these bundle of strategic configuration practices to maximize external fit (environment and marketplace) (Marchington and Wilkinson 2005, p. 106).

The internal fit which is inside organisation such as HR policies and practices, while external fit is the equivalence of HR system to organisation characteristics and its strategy (Delery and Doty 1996). The highest degree of corresponding between internal and external fit will be the ideal configuration (Delery and Doty 1996).

There are three main types of organisations according to Delery and Doty (1996) and that originally argued by Miles and Snow (1984) classifications: prospectors, defenders and analysers. Other researchers differentiate between these three types by innovation level, where prospectors in the higher scale of innovation, analyzer in the middle and defenders in the lowest degree in innovation (Delery and Doty 1996).

In focus, prospectors are these firms' types whom operating their activities in an environment described by quick and unexpected alterations. Defenders, conducting their activities in more steady and predictable environment in comparison to "prospectors"; in consequence they are able to prepare plans for the long-term. Analysers, are mixture located in the middle between "defenders" and "prospectors". Their environment is stable similar to "defenders" but their products market is frequently requires new products like "prospectors". (Armstrong 2011, p. 59)

Prospectors or "market type system" are adaptable organizations adjust the strategic preference toward opportunities in the business. Prospectors are active and in continuance development through discovering new products and markets. (Marchington and Wilkinson 2005, p.108)

For example, if any prospector organization is currently targeting affluent customers segments. Normally they will offer some products to satisfy the needs of these wealthy people in the targeted market. If suddenly they found another segment that could make more profit like middle class consumers, it is most likely they will quickly adapt their strategy to offer product and services to the new segment.

Delery and Doty (1996) present Miles & Snow (1984) theory by declaring that prospectors are not offering much internal career opportunities as promotions but the required competencies are bought from the external job market.

Thus, limited promotions guide prospectors to conduct limited training programs encompass precise job necessities. That might mean also lower employees security in the way that they buy up to date knowledgeable and skillful talents from the job market and discharge older ones.

Also, employees would not take major part in organisational decision making. Job descriptions are written in the way that covers general responsibilities with the purpose of enrich job designs. However, to encourage employees to achieve organisational objectives prospectors give out proportion of annual income typically bonuses as a reward.

In contrast, defenders or internal employment system look for building its own talent and retain employees for long term periods. Usually, they identify and recruit younger employees those will remain committed and grow up with planned career path.

The HR practices which are implemented in these organisations type encourage commitment and loyalty; therefore "defenders" probably will have lower turnover rates. As payback for provided employment security, employees will take the opportunity to develop skills those will not be useful for other firms. (Stewart & Brown 2011, p. 56)

Indeed, internal employment system firms will have the valuable chance to plan required talents for future. In addition, they will implement extensive training programs for current employees for future internal careers opportunities. Next section will demonstrate in details defenders strategic HR practices which is the focus of this paper.

3.5 Defenders Strategic HR Practices

Defenders strategic HR practices were discussed in details by Miles and Snow (1984) and presented by Delery and Doty (1996), and will be demonstrated accordingly. For the reason that defenders are operating in stable markets, HR practitioners will have enough time for building up desirable skills. HR teams also have the opportunity to conduct perfect career-path plans to fulfill future needs. Thus, defenders featured with recruiting beginner level employees and provide wide and extensive training.

Extensive training is to make employees ready for the high internal job opportunities.

Stable markets also give the opportunity to defenders to provide high job security and retain employees for the long-term. Defenders involve employees in decision making as part of job engagement and organisational commitment. The clear vision of future conditions enables defenders to understand exactly the desirable behaviours so they design employees' assessment system based on behaviours. Similarly, job descriptions are written in details with the aim of limiting unexpected behaviours. Finally, profit sharing, most likely, is not part of defenders rewarding systems.

3.5.1 Internal Career Opportunities

Internal sourcing is a strategic recruitment choice of the organisation to select candidates for vacant positions from current employees in the organisation and reassign them with their new tasks. Selected candidates are already committed to the organisation in addition to their well known performance records.

Because of background information availability this strategy reduces the risk of acquiring the inappropriate persons. This strategy could be used as a reward, promotion and motivation for existing employees. An additional advantage of this practice is to exploit the skills and expertise which usually the organisation plans to build up them to fulfill its future needs. (Stewart & Brown 2011, p. 165)

Organisations using this HRM practice are rarely employing people from outside the firm except entry level positions, having clear and well known career path, holding assessment centers to identifying potential employees. The success partner of this practice is other applications such as rotating employees and motivating learning culture. Employees' rotation will help to acquire wider experiences in various fields while creating learning culture is encourage employees to be self learners. (Armstrong 2011, p. 208, p. 231)

Despite the variety of advantages from internal career opportunities, this practice could cause negative effects on the organisation. Internal sourcing limits the new bloods to participate with their new ideas and skills which could be essential to the continuity of the organisation in the market.

Also, development of new skills for current employees needs time, efforts and money those could be saved if they recruited from outside (Stewart & Brown 2011, p. 165). By rotating employees the training cost will go up and lowering their performance due the lack of suitable skills which will be learned during time (Robbins & Judge 2009 p. 253).

3.5.2 Extensive Training

The prevalent concept of training is that it leads to improve employee performance, motivation and commitment. However, training practices could be aligned with organisation strategy. "Defenders" have a stable market and they are specialized and have the plan to stay in the long-run without modifying their strategy (Delery and Doty 1996). In consequence, these organisations have the feasibility and the time to invest in their people and plan their growth within the organisation in different departments more than others.

Extensive training – in the opposite of narrow training- could be suitable for "Defenders" because they are looking to efficient in their products and market (Delery and Doty 1996). To be efficient that requires from the organisation to have intensive training to their special requirements of skills and knowledge to fulfill organisation need.

For example, many petrochemical companies especially in the Arabian Gulf area are targeting to recruit people with the ability to learn new skills and knowledge with minimum concern with their previous skills. For the reason that these petrochemical companies have specialized training programs – apprentice – to comply the unique needs of their organisation and plan to retain them as much time as they can.

To assure the required commitment and loyalty for the longest time this type of organisations are targeting to design their training practices on current employees to be superior in a variety of fields, improving efficiency and reducing cost (Stewart & Brown 2011, p. 335).

The previous section mentioned that internal employment system has high probability to fulfill the vacant positions from inside organisation. Thus, they need to build up employees' skills that are not limited for current positions but exceeding that to future positions requirements. The extensive training strategy most likely is going beyond satisfying existing skills and knowledge needs by maintaining talent pool ready for future needs.

3.5.3 Secure Job

The strategy of these organisations is to retain their employees for the longest period they can; since they are trained with organization's special requirements and able to contribute well in different jobs. When "Defenders" create the atmosphere of job security and design their HR practices to keep most likely employees will accept to earn less than what competitors pay (Stewart & Brown 2011, p. 252). In contrast, other organisations like "Prospectors" find terminating and replacing employees desirable to hire others with more updated skills and knowledge (Stewart & Brown 2011, p. 253).

The stability of the market helps these strategy implementers to build and sustain long term relationship with clients. Therefore, building long term relationship with employees to maintain the relation with customers is supporting this strategy (Stewart & Brown 2011, p. 251).

Because of the highly secure job internal employment system organisations may face the issue of low performance, low enthusiasm or employees with lower abilities to learn new skills. Usually, recruitment process high standard of identifying individual's competencies could solve it. In addition, using continuance flow approach of recruitment where the process of recruitment is continually seeking new candidates enable them to attract the top in the workforces market those best fit organisation strategy (Stewart & Brown 2011, p. 171).

Lower job security level could raise the anxiety and frustration. A study conducted over 2600 employees in United Kingdom found that almost half of British workers are not manageable of work stress due to the anxiety of job security (This is Money Reporters 2012). "Defenders" strategy of keeping job security high could avoid these stresses which might affect their satisfaction behaviours.

3.5.4 High Involvement in Decision Making

Employee involvement is a participative practice that uses the suggestions – employee voice- as contribution of employees to motivate them and increase their job satisfaction, production, partnership, trust and commitment to organisation goals (Robbins & Judge 2009 p. 259) (Armstrong 2011, p. 272). The concept behind employee voice is to minimize conflicts, builds stable and collaborative work climate (Armstrong 2011, p. 273).

Moreover, employee participation in decision making is a part of employee relations management where top managers know from lower distance what should be changed and the way to change it from employee's point of view (Armstrong 2011, p. 272).

Participative management is one example of the involvement of employees where direct supervisor delegate some of decisions making with subordinates (Robbins & Judge 2009 p. 259-60). To make correct decisions employees shall have the adequate knowledge and competencies those will give the contentment to their immediate superiors (Robbins & Judge 2009 p. 260).

This HR practice is a part of business strategy and targeting to support it (Armstrong 2011, p. 272). Indeed, the importance of integrating "Defenders" practices might be obvious here. Competencies could be assessed through precise recruitment process and knowledge builds up through intensive training.

Other applications of employee involvement are representative participation, quality circles and grievance procedures. Representative participation is selected or elected group representing employees' views and choices (Robbins & Judge 2009 p. 260).

Quality circles as what its name indicates are teams with their team leaders meet regularly to discuss quality issues and finding ways to reach solutions to their explored problems (Robbins & Judge 2009 p. 260). When employees expose injustice treatment, discrimination or face unfair procedures; grievances is the way to complain to solve the issue (Stewart & Brown 2011, p. 520).

The direct effect of these different types of employee involvement targeted to afford the intrinsic motivation of their contribution which will make employees proud of their achievements (Robbins & Judge 2009 p. 261). In addition, that will prepare lower level employees to take part in future higher positions.

In contrast to "Defenders" other organisations to some extent are not considering employees as a partner of success. "Prospectors" most likely are looking to have good followers to orders. The reason behind that might be that these organisations type know exactly what they expect from employees and do not want to have the risk of individual errors when sharing decisions making with their people.

For example, financial and legal consulting institutes could leave the decision of coordinating the delivery time for customers to financial analysts and legal consultants. Whereas, cargo or logistic companies may have specified delivery time instructions must be followed from employees.

3.5.5 Behavioural Oriented Appraisal

Organisations assess employees to provide a feedback about their productivity, behaviours, skills, personality and preference (Stewart & Brown 2011, p. 383). These criticisms could be linked with career development to justify courses and training provided for them. Also, in many cases appraisals are deciding salary pay raise and promotions.

Measuring employees' contributions and affording feedback could be also aligned with the strategy of organisations. In consequence, appraisals are designed differently according to what is expected from employees. Merit based system is one of performance indicators that measure the outcomes or results and the highest in profitability will be given the best level in evaluation (Stewart & Brown 2011, p. 294). Apparently, this type would create competitive work environment between employees to motivate people to achieve more.

Result strategy of assessment could make devastating outcomes if it is not managed well, especially if the competition directs employees to not supporting each others as a team and motivating individualism. However, behavioural oriented appraisals perhaps encourage cooperation among team members because of having clear benchmarks to gauge instead of comparing employees with each others. This assessment specifies and observes certain behaviours to be followed to be best performer (Stewart & Brown 2011, p. 295).

The accuracy of behaviour oriented appraisal system most likely is depending of creating clear descriptions of different behaviours to evaluate various behaviours (Dessler 2011, p. 343). In addition, there will be more accuracy if organisations train evaluators to avoid bias while evaluating subordinates (Dessler 2011, p. 347).

"Defender" strategy organisations are stable in their market and knowing well what behaviours are the most effective and safe in accomplishing tasks. Ranking employees could make some conflicts that might harm the necessary cooperation; even if it leads to motivate individual productivity but the overall yield is reducing efficiency (Stewart & Brown 2011, p. 296).

Moreover, Defenders prefer long term relationship with employees – secure job – and usually employees more satisfied and retain with job when they have known standards to be assessed on instead of comparing them with others (Stewart & Brown 2011, p. 296).

3.5.6 Specified Job Descriptions

Most of the organisations write descriptions of jobs tasks and the way to accomplish these tasks in the anticipated working conditions (Dessler 2011, p. 156). Job descriptions assist firms to decide the necessary knowledge, skills and abilities to achieve tasks of that job well (Dessler 2011, p. 156). Job descriptions could be considered as the daily goals of the job and the expected way to achieve these goals.

Goal setting motivation theory describes setting of goals are affecting employee performance (Robbins & Judge 2009 p. 219). The more specific and challenging are the goals, the higher are the motivation to perform more (Robbins & Judge 2009 p. 219). In contrast, not specifying the goals and asking to do the best will have lower performance-according to theory- because specifying the goal proceeds as internal stimulator (Robbins & Judge 2009 p. 219).

For example, asking sales team to cover specific territory will motivate salesmen to adapt their behaviours and efforts to reach the desirable result as an alternative of covering what they can to reach. Specific job descriptions direct attentions and energy to the right directions (Robbins & Judge 2009 p. 220). In consequence, the way job descriptions written most likely are guiding our behaviours.

"Defenders" as mentioned earlier are decided precise behaviours to be assessed on; and writing tighter job descriptions will have more control on behaviours than loose descriptions. According to Marchington and Wilkinson (2005) "Defenders" expand their activities steadily and cautiously inside their stable market. For this reasons, this type of organisations are avoiding the resulted risk from generalizing statements of job descriptions which is the risk of innovation or unusual behaviour while conducting the job. Writing general statements in describing tasks will leave the choice for employees to decide their own way to attain them which is against "Defenders" strategy.

To be job descriptions complied with "Defenders" strategy that are targeting to control and motivate various behaviours and avoid others, they should introduce specific job goals via using tight and detailed job descriptions.

3.5.7 Limited Profit Sharing

Profit sharing plan is a compensation method designated to distribute part of the financial profits of an organisation to employees (Robbins & Judge 2009 p. 265). These profits could be distributed immediately as cash, stock options or deferred to retirement thrift plans (Dessler 2011, p. 477).

Bonuses most of the times are linked with achieving declared financial goals (Dessler 2011, p. 477). The decision of sharing out bonus is depends on the overall profitability of organisation (Pattanayak, 2010 p.228). For example, even if the financial goals of specific region, department or production line is achieved but there will be no rewards in many cases unless total organisation profit exceeds losses for that period.

Establishing profit sharing or bonus plans are targeted to enhance productivity and moral (Dessler 2011, p. 476). Others debate it has no or low effect on organisations profit if it is compared with cost of distributions (Dessler 2011, p. 476).

Furthermore, bonus is rewarding short-term performance rather than long-term contributions (Robbins & Judge 2009 p. 265); for that reason it may cause harmful consequences on the long-term financial growth.

For example, if oil and petrochemicals firms using extensive profit sharing practices, that could lead strategic planners to increase the sales for current year at the expense of the next years. In this case they will plan to sell as much as they can for lower selling price crude oil instead of investing money to build refineries to sell higher prices petroleum derivatives e.g. gasoline after 5 years.

To sum up, profit sharing is dependent on rewarding recent performance, and that could be a motivation to concentrate the efforts to short-term and may cause improvidence of resources. Implementing bonuses extensively would make an advantage for an organisation with no stable market; those will change their strategy suddenly according to the profitability and demand e.g. "Prospectors".

In contrast, the strategic choice of "Defenders" is to minimizing the use of profit sharing as HR practices, will support the approach of operating their well established firm efficiently for the longest time in their stable market.

Beside that internal employment system organisations would retain their extensively trained employees for longest time onboard to their secured jobs. To accomplish this mission they should implement practices those motivate farsightedness instead of taking the threat of losing their position in the market.

However, "Defender's" and "Prospector's" strategic HRM practices are positioned in the two edges of the scale (maximum and minimum). The contradictory in the degree of designing those practices is noticeable, while "Analyzers" firms are located between those two types.

Delery and Dotty (1996) claim that "analyzers" should tailor their HR practice according to their exact location which will be between "defenders" and "prospectors" to maximize their efficiency.

For example, if an "analyzer" firm diagnoses their location to be 2 in the scale of 5 where 1 is "defenders" and 5 is "prospectors" they shall design their HR practices similar to defenders but with some slight difference.

Indeed, contingency approach seems more realistic than universalism approach but it could have some limitations. A number of organisations have no clear competitive strategy or strategic configuration, also there are several firms placed in two or different strategic groups. For that reason it will be difficult to identify and implement the suitable strategic HRM practices related to their type (Marchington and Wilkinson 2005, p.108).

In addition to the difficulty in distinguishing between groups, the same issue will be face the life-cycle model; it will be tricky to decide the stage of life-cycle model and when the time organisation is moved from one to another (Marchington and Wilkinson 2005, p. 110).

In fact, some line managers in many firms do not have the full control on HRM practices and employees due to local regulations and or labor unions power (Boxall and Purcell 2007, p.67). Furthermore, this approach did not state an objective measure to scale HR practices such as limited or extensive job description.

However, influencing employees' behaviours through HR practices is not the sole method. Other theories debates about job design as an example will affect employees' behaviour; job designs may encourage employees to comply with desired behaviours.

4. Strategic Job Designs and their Influence on Behaviours

The process of grouping tasks together and assigning duties to a specific position is job design (Stewart & Brown 2011, p. 138). Jobs can be designed to provide the differentiation in tasks so employee will change tasks continuously while making progress in products (Stewart & Brown 2011, p. 138).

For example, appliances maintenance workshops could assign taking maintenance orders, diagnoses problem, spare parts purchasing, appliances cleaning, inspection and delivering to customer in one job.

Too much differentiation could lead to the feeling of isolation. However, integrating job design could allow employees to interact with others by conducting single process in the middle of multi actions (Stewart & Brown 2011, p. 139). Integration happens when an individual own the ability to accomplish the specialty assignment without distracting production (Stewart & Brown 2011, p. 139).

The importance of job design can be as important as the availability of equipment and tools used in job tasks. Workers with indistinguishable roles are less motivated and facing the difficulty of dealing with ambiguity (Stewart & Brown 2011, p. 139).

Job designers are trying to grouping tasks in the way that make sense, provide productivity and give satisfaction (Stewart & Brown 2011, p. 139). Job design would influence perceptions; positive or negative perceptions could affect enthusiasms and behaviours.

For illustration, challenged job designs might satisfy self-esteem needs, while employees could not be aware of their feelings but that will direct their behaviour to perform more efforts.

Schuler and Jackson (1987) argue that designing jobs must be linked with competitive strategy to encourage employees to behave as strategic plans. They suggest that to inspire innovation among workforces organisations should design jobs in the way that enforce intensive interaction and coordination.

To align quality enhancement strategy with job firms needs to assign fixed, precise and explicit tasks to workers. They also debate about cost reduction strategy needs narrow job designs to support specialty, efficiency and expertise.

To make it clear there are four different approaches of designing jobs those affect behaviours to achieve strategic choices. These four approaches are motivational, innovation, quality and cost reduction.

4.1 Cost Reduction Approach

Designing jobs efficiently is the main purpose of this approach. Maximizing productivity with minimum wasted efforts will make job design in the most efficient way (Stewart & Brown 2011, p. 139). Usually, cost reduction strategy's job analysts study and observe job tasks and behaviours to arrange the fastest way to perform task to start a new one (Stewart & Brown 2011, p. 139).

To implement this approach in designing the job; tasks should be in the simplest way without stick additional information to think about. Also, using technology to help workers is an advantage with highly specialized jobs (Stewart & Brown 2011, p. 139). Each task must be completed individually, in other words one task at a time. Workers are repeating similar tasks continuously without autonomy or involvement in decision making of how to perform the job and unexpected behaviours are undesirable (Stewart & Brown 2011, p. 139).

4.2 Quality Enhancement Approach

Grouping tasks in the way to help to workers to understand tasks well and process information better is targeting to enhance the quality of products (Stewart & Brown 2011, p. 141). Arranging job tasks to be easily interrupting information will raise employees' concentration and in consequence reduce errors. Similar to cost reduction approach employee have limited or no autonomy of how they behave or in decision making (Stewart & Brown 2011, p. 142).

Feedback is provided regularly to self-adjust any errors immediately and teamwork is supported for the same reason, next to sharing personal and collective responsibility of quality outputs. Jobs are enlarged in the way that provides job involvement and flexibility. Tasks are arranged to be homogeneous in the same work level to develop employees with multi tasks. (Schuler and Jackson 1987)

Jobs classifications would be better if they are minimized to rotate employees from different departments without distracting job activities. For example, instead of classify jobs into 50 types it will be easier in matching to be 10, for supporting the shortage of employees from others low work pressure departments. (Schuler and Jackson 1987)

Oil and petrochemicals organisations could be an example of quality enhancement strategy. They are assigning duties and assure that employees provided with adequate information for supporting the completion of assignments. These assignments should be completed perfectly from the first time. Errors could be devastating in these dangerous fields so they need to improve quality via job designing.

Defenders are also controlling quality by assessing employees according to their behaviours and with specified job descriptions. Behavioural oriented appraisals and narrow job descriptions might provide limited autonomy. However, "Defenders" are allowing higher involvements in decision making similar to quality approach e.g. quality circles to alarm the organisation for any expected failures.

4.3 Innovation Strategy Approach

Organisations with innovation strategy are reducing distinctions between jobs. Rather than controlling behaviours and prearranging tasks tactics, workers have the freedom to perform the job in their own way. By reducing distinctions employees will behave as teams, those teams members need to understand the duties of others and cooperate to fulfill requirements (Schuler and Jackson 1987).

Diversifying tasks and rising the amount and variety of tasks, similar to innovation strategy, will enlarge job designs (Robbins & Judge 2009 p. 253). Also, increasing autonomy through combining planning, implementing, quality assurance and feedback will enrich the job (Robbins & Judge 2009 p. 254). Increasing interaction and encouraging autonomy will allow employees to develop new skills, broaden the knowledge and taking the risk of explore others fields (Schuler and Jackson 1987).

Openness to experience, independence, risk taking and low needs for structure will motivate creativity behaviours (Robbins & Judge 2009 p. 192). By taking into account building these components in job designs that will simulate achieving the strategic goals of innovation enhancement organisations.

4.4 Motivational Approach

Designing jobs in motivational approach is aiming to increase the satisfaction and thus increasing productivity (Stewart & Brown 2011, p. 140). When the tasks are challenging and complex to some extent that's could make the job enjoyable and meaningful to employees (Stewart & Brown 2011, p. 140). The main concern of this approach is to design the job in the way that motivate intrinsic feeling after evaluating the job itself rather than its compensation (Armstrong 2011, p. 10). Meaningful, responsible and result providing designs are the ingredients of enjoyable jobs.

Meaningful jobs are those require from workers to use their abilities, skills and knowledge to fulfill their duties (Stewart & Brown 2011, p. 140). In comparison, some jobs that need performing minimal mental activities with repetitive daily efforts may lead humans to lose some professional skills.

In consequence, that would affect their internal motivations, and then raise the boredom and frustration. Also, significant jobs will have a clear effect on other people (Stewart & Brown 2011, p. 140); important job may accomplish part of a service or a product to be completed in the next process.

Human beings will exert extra efforts when they feel of responsibility (Stewart & Brown 2011, p. 140). Employees how are accountable for their actions and decision making most likely will try to be dependable.

The point behind autonomy is that leaving a space of freedom to workers to put their unique touches. Instead of deciding to workers detailed instructions of procedures of how to perform the task, direct supervisor could present the general guides and leaving the details choices for them according to what they see it is the best.

Knowledge of result would increase the feeling of participation to draw the whole picture. Being part of the process will raise the proud feelings of accomplishment and that because of the knowledge of contribution (Pattanayak, 2010 p.176). Providing feedback also could give the opportunity to make continuance corrections of implementation of tasks, which will lead to make the organisation more effective by reducing errors.

Motivational approach in job designs could raise the intrinsic motivation and in consequence people with higher intrinsic motivations would be higher in creative thinking and productivity (Stewart & Brown 2011, p. 140).

Taking into account the three characteristics of the motivational approach in designing the jobs most likely will boast the job satisfaction which will reduce the possibility of employees' turnover (Stewart & Brown 2011, p. 140). Others debate that the autonomy will attract highly educated and trained employees those are the most productive and those will be the future leaders (Stewart & Brown 2011, p. 140).

In the strategic scope, the approach has essential advantages for the different strategic groups such as job satisfaction and productivity. Especially, innovation enhancers are the most beneficial organisations because they exploit creativity as vital strategic resource to survive in the market.

Skill variety, task identity, task significance, autonomy and feedback are the components of Hackman and Oldham (1976) motivational theory. Motivational theory or Job Characteristic Model (JCM) based on that employees efforts will increase when the level of the five characteristics are increased in job designs. In addition, the job designs must provide the opportunity to learn, growth and development to be effective design (Armstrong 2011, p. 230).

Using different skills and talent in performing the work will increase the skill variety of the job design (Robbins & Judge 2009 p. 249). Thus, individuals will be satisfied because they are using their capabilities which will influence their behaviours. The variety of tasks should make the job demanding employees enclose many various skills which will be shaped and developed during conducting duties.

For example, instead of asking electrician to install or extend wires only in buildings he or she could be asked to participate in designing electrical circles, check the power supply and install devices. Additional advantage for skill variety in job designs for organisations is that will increase the talent pool of employees for future demands or internal career opportunities.

Mass production system enforces organisations to specify single or limited steps of the process for each worker. These specializations may reduce errors and increase production but at the same time may raise frustration of repeating the same tasks during the day. This issue could be solved via job rotation where employees are moved from job to another regularly (Dessler 2011, p. 168).

However, job characteristic model theory suggests increasing the degree of competition the whole service or product which is task identity (Robbins & Judge 2009 p. 249). In consequence, the sense of contribution will be visible and then productivity will increase.

The sense of contribution will influence behaviours if the tasks are significant. The significance of task is the degree of the impact of performed job on people (Robbins & Judge 2009 p. 249). The way people interpret and value their role's importance on others will influence their motivational behaviours.

Physicians most likely believe their job is essential in the community, while others job look like not that significant such as cinema tickets cashier. If individuals understand their part is important to others, which could raise the efforts to behave according to their responsibility.

Job developers may raise the significant of the job by designing the job in the way that gives more noteworthy tasks to workers. For example, initiate the relationship between workers and customers by adding the tasks of taking orders and deliver products to end users. Being customer focused will be helpful to employees to understand the significant of their role to others.

Autonomy is the degree to which the job offers a considerable lack of restrictions, self-determination and judgment in preparation the work and deciding the procedures those will be used in handling tasks (Robbins & Judge 2009 p. 250).

Organisations strategic choices may affect the amount of autonomy provided to employees. Defenders, cost reduction and quality approaches strategy probably will have more control on behaviours and more detailed constructions in procedures, in addition to detailed job descriptions and behavioural appraisals which will direct employees' behaviours.

In the other side, "prospectors" and innovational strategic approaches will have much lower control on behaviours. This relatively freedom is existed because of their need for hunting for new creative ideas to survive and, also these types are result focused to achieve the maximum productivity regardless of manners used.

Autonomy provides the sensation of individual responsibility of the outcomes. However, knowledge of results will give internal reward because of their satisfaction of doing job well (Robbins & Judge 2009 p. 250). Feedback is the amount of direct and clear information provided to workers about their job activities effectiveness and performance (Robbins & Judge 2009 p. 250).

Acquiring feedback of output most likely will influence behaviours and thus higher job quality, satisfaction, productivity and motivation. In the same time knowledge of result will affect commitment that would reduce absenteeism and turnover (Robbins & Judge 2009 p. 250).

The well-known theory of Maslow **Figure 7** argues that the human needs are starting from basic needs; like physiological needs, security needs and social needs to reach more advanced needs like self-esteem and self-actualization (Pattanayak, 2010 p.176).



Figure7: Applying Maslow's theory on motivation of job design (adapted from Pattanayak, 2010 p.175).

To apply this theory on individuals and then integrated to be as motivation of job design in organizational behaviours the physiological needs satisfied by an enough pay to survive and cover living expenses, then it is integrated to fulfill the security needs e.g. security of the job, health insurance, life insurance and pension plan.

The social needs level is pleased by the feeling of acceptances and belongingness inside organization culture that welcoming the existence of this team. The job duties inside the organization can give the recognition-feedback- and self-esteem to organisation members to conceptualize the image of their real job –meaningful-.The final integrated step is the self-actualization by achieving a challenging job requirement and growth need.

Components of job characteristic model could have high influence on people with the desire of self-esteem and self-actualization, more than others with lower degree in these needs (Robbins & Judge 2009 p. 251). Individuals those are satisfied with lower needs will reach the degree of the growth need. Thus, the five characteristics of the job will have more effect on those having intrinsic tendency to be high achievers.

However, the influence on behaviours by job design could have lower influence with perception of injustice. People those managed unfairly will be more likely to reduce productivity, commitment and job satisfaction. Also, deviant and exit behaviours will increase in the case of injustice (Boxall, Purcell and Wright 2007, p.179).

5. Conceptual Framework

Conceptual framework will discover previous researchers' results of implementing certain HR practices and their effects on employees' behaviours. In addition, this chapter will present earlier researchers outcomes those studied the effect of job designs on behaviours.

5.1 Linking HR Practices to Satisfaction Behaviours

After testing the relationship between HRM practices and employee's attitudes through measuring organisational commitment, job satisfaction and organisational justice Edgar and Gears (2005) argue that there are no evidence support the relation between practices and commitment, satisfaction and justice. Moreover, that study found strong relation between HRM practices and employees work related attitudes in general.

In contrast, (Gould-Williams and Mohamed 2010) conduct a study on HR best practices covering two dissimilar countries Malaysia and United Kingdom. The study supports the positive effect on behaviours of the bundle of the universal HR practices regardless to the different environments. HR practices have significant relationship with satisfaction of the job, motivation, organizational citizenship behaviour, anxiety and exit behaviours.

Mcclean and Collins (2011) prove that the HR practices of high commitment system which is similar to "defenders" HR practices are raising employees' efforts and overall organisational performance. Thus, employees positive behaviours such as loyalty behaviours those increase individuals effort are clearly influenced.

Other researchers confirm previous findings and argue that there are affirmative relationships between empowerment and employee voice form one side and intrinsic motivation, organisational commitment, exit behaviours and individuals' performance from the other side (Kuvaaz and Dysvic 2010).

Others claims the way employees perceived or evaluate organisation HRM system and climate would have more positive effect on job satisfaction, vigor and negative to turnover. Thus, in highly collectivistic societies such as China where is the scope of this study could be affected be organisational culture and also distinctive and consistent HR practices (Xiaobei et. al. 2011).

A study done by (Alfes et. al. 2013) found that there are high association between the perception of HR practices and behaviours such as lowering the intention of leaving organisations. Also, HR practices have major link with organisational citizenship behaviours.

Citizenship behaviour is an emotional power due the highly commitment status to the firm and lead to unusual behaviors that produce extra efforts. The employee who has this feature is avoiding conflicts with other partners due to the belongingness of the organization membership (Robbins and Judge 2009, p 64). Noticeably, the organisational citizenship behaviours characteristics have common feature with loyalty behaviours while intention to leave are similar to exit behaviours.

Sonnenberg et. al. (2011) debate that HR commitment practices Such as "defenders firms" practices have significant relationship and contribute more than half to the influence of neglect behaviours. In similar context one of Arab countries in Oman study done by Moideenkutty et. al (2011) found that high involvement HR practices such as greatly selective staffing, broad training, performance management and empowering employees will positively influence organisational performance.

The logical interruption of high organisational performance is the influence on employees' behaviours those will contribute sustainable competitive advantage (Huselid 1995). The best performers are the loyal workers those continue with their high performance in their current tasks even if organisations are facing challenges, high involvement HR practices might affect loyalty behaviour positively.

According to employee voice and neglect behaviours Travis et. al. (2011) argue that employees those motivated to express their voice or involved in decision making will have lower tendency to act with neglect behaviours. Thus, employees with voice behaviours will manage their job dissatisfaction better than others.

5.2 Linking Job Designs to Satisfaction Behaviours

George (2009) argues that motivation in the workforces is related to the job design and the amount it provides for the 5 job characteristics. Job characteristics will control feelings and the way of thinking and thus, job satisfaction and performance.

In the same way, Carlson & Mellor (2004) argues that job satisfaction is influenced by job design but there are more influence from employees' understanding of job tasks and responsibilities. Meyer et al. (1996) debate that homogeneous tasks are the most efficient way in designing jobs but job developers should consider job enrichment as a motivational approach.

Thus, the elements of job characteristic model most likely are effective in enhancing job satisfaction. Hunag and Vliert (2003) declare that the job satisfaction will be influenced by implementing the challenges components of this model. Also, they argue that the intrinsic motivation will be maximize if it applied in rich countries and more individualistic cultures.

Feedback seeking behaviour is one of behaviour could be influenced from job design factors of JCM. Feedback seeking is a proactive behaviour to look forward to get criticism about job done. Commonly, those employees are committed to perform the job well and feel of satisfaction, gratitude, loyalty, payback and looking for better organisation future.

Correspondingly, employees with satisfaction behaviours are aiming for flourish future, avoiding hunting for jobs, loyal, feel of thankfulness and suggest improvements. Krasman (2013) found that the amount of clear information about performed job from supervisors or coworkers are correlated with feedback seeking behaviours.

However, the same study found negative relationship with task identity and autonomy to feedback seeking behaviours while no effect is shown from the other JCM foci's such as skill variety and task significance.

In a study concerned on the job burnout, that will affect performance negatively and lead to exit behaviours such as absenteeism and quitting organisation. Lambert et. al. (2012) found that feedback and autonomy will probably decrease undesirable burnout behaviours.

Other researchers' are debate that JCM will most likely enhance the innovation or suggestion improvements behaviours (Holman et.al. 2012). The challenge in job design will motivate employees to be attached with learning and development process and that will assist in generating suggestions to develop work process. In contrast, Treville & Antonakis 2005 did not support the job characteristic model instead they argue the lean job design could have more influences on behaviours.

5.3 Research Hypothesis Development

Previous researchers such as Delery and Doty (1996) presented Miles and Snow (1984) arguments which are stated that the efficiency will be high if organisations implement the right practices according to their strategy. The scope of this study aiming to examine the Defenders strategy HR practices in some organisations working in particular markets and circumstances as discussed earlier. This paper is focus on exploring the consequences of the HR practices on job satisfaction behaviours. The theoretical hypotheses for this research are as following:

Hypothesis 1:

H0: There is no evidence support the relationship between Defenders strategic HR practices and satisfaction behaviours.

H1: There is a statistically significant relationship between Defenders strategic HR practices and satisfaction behaviours.

According to Job Characteristic Model (JCM) and Hackman and Oldham (1976) theory of job design, the second main hypotheses are:

Hypothesis 2:

H0: There is no evidence support the relationship between job characteristics and satisfaction behaviours.

H1: There is a statistically significant relationship between job characteristics and satisfaction behaviours.

Table 1 describes the defenders strategic HR practices and exposes the five components of job characteristics model. Furthermore, **Table 1** presenting the job satisfaction behaviours.

Independent variables Defender strategic HR Practices Set 1	Independent variables Job Design (JD)variables- Set 2	Dependent variables Job Satisfaction Behaviours
Extensive Training		
High Employee Security	Skill Variety	Not Looking to exit from organisation(Exit)
Internal Career Opportunities	Task Identity	Suggesting improvements(Voice)
Behavioural Oriented appraisal	Task Significance	(Loyalty)
Limited Profit Sharing	Autonomy	Avoid (neglect)& Feeling of (payback)
Specified Job Description	Feedback	
High involvement in decision making		

Table 1: Defenders strategic HR practices, the five components of job characteristics model and the key behaviours of job satisfaction.

5.4 Detailed Research Hypotheses

Hypothesis 3:

H0: There is no evidence support the relationship between Defenders strategic HR practices and exit behaviour.

H1: There is a statistically significant relationship between Defenders strategic HR practices and exit behaviour.

Hypothesis 4:

H0: There is no evidence support the relationship between Defenders strategic HR practices and voice behaviour.

H1: There is a statistically significant relationship between Defenders strategic HR practices and voice behaviour.

Hypothesis 5:

H0: There is no evidence support the relationship between Defenders strategic HR practices and loyalty behaviour.

H1: There is a statistically significant relationship between Defenders strategic HR practices and loyalty behaviour.

Hypothesis 6:

H0: There is no evidence support the relationship between Defenders strategic HR practices and avoid neglect and feeling of payback behaviour.

H1: There is a statistically significant relationship between Defenders strategic HR practices and avoid neglect and feeling of payback behaviour.

Hypothesis 7:

H0: There is no evidence support the relationship between job characteristics and exit behaviour.

H1: There is a statistically significant relationship between job characteristics and exit behaviour.

Hypothesis 8:

H0: There is no evidence support the relationship between job characteristics and voice behaviour.

H1: There is a statistically significant relationship between job characteristics and voice behaviour.

Hypothesis 9:

H0: There is no evidence support the relationship between job characteristics and loyalty behaviour.

H1: There is a statistically significant relationship between job characteristics and loyalty behaviours.

Hypothesis 10:

H0: There is no evidence support the relationship between job characteristics and avoid neglect and feeling of payback behaviour.

H1: There is a statistically significant relationship between job characteristics and avoid neglect and feeling of payback behaviour.

6. Methodology

This research collected data by structured questionnaires and implemented qualitative approach in analyzing collected data.

6.1 Research Approach

Employee's perception about HR practices, job design and job satisfaction behaviours will be measured. The study will assess workers behaviour to find the level of satisfaction behaviours and how their feeling according HR practice has an influence on behaviours. Furthermore, this study will testify the effects of the five components of job design on behaviours. To discover these impacts the quantitative approach is suitable since these behaviours and perception will be measured on scale bases.

6.2 Data Collection

Statistical data those collected is concerned defenders strategic HR practices and what is the influence of perception of satisfaction that raises or reduces job satisfaction behaviours and whether job design has a significant influence on job satisfaction behaviours. Moreover, an analysis will be conducted to find the correlation between these three different factors.

The source of these quantitative data is from at least 195 employees working in the Saudi Oil Companies. Structured questionnaire (see appendices) sent to 400 employees through internet. Some demographic questions were included in it.

6.3 Measures

The examination of the collected data were analysed by using SPSS software. The analysis methods are descriptive and inferential. Demographic variable were displayed to understand the background of respondents. In addition, this paper illustrates the evaluations of the strategic HR practices, job characteristic model components and the four satisfaction behaviours. The inferences were processed by correlation and multiple regressions test, reliability test were applied also to confirm the representation of the sample to distribution.

6.3.1 Demographic Variables

Six demographic variables have been chosen to demonstrate the level of satisfaction and behaviours with gender, marital status, education, age, experience and employment level.

6.3.2 Independent Variables

The perception of defenders strategic HR practices and implemented job designs are the independent variables of the study. To measure defenders strategic HR practices according to Miles and Snow 1984 theory which is presented by Delery and Doty (1996) 14 scaled questions (2 questions for each HR practice) have been asked to gauge each HR practice individually. Furthermore, the variables of job design are five depending on the theory of job characteristics model (JCM) for Hackman & Oldham (1976) were measure by 15 scaled questions (3 questions for each JCM variable).

6.3.3 Dependent Variables

To measure the consequence of job satisfaction on behaviours a framework of behaviours consists of four major behaviours usually affected from the job satisfaction according to Robbins & Judge 2009 p. 121 including: looking for new job(Exit), Suggesting improvements (Voice), trusting organisation (loyalty) and not allowing conditions to be worse(neglect & payback). 12 scaled questions (3 questions for each behaviour) regarding these behaviours asked to measure the effect of job satisfaction.

6.4 Methods of analysis

The paper makes the decision based on sample data by analyzing data using inferential statistics technique; also displaying and describing the sample data by descriptive statistics. To check the reliability of the constructs a reliability test is conducted; in addition to applying correlation coefficient test to examine the relations between independents and dependents variables. Multiple regression tests were applied to test the two main hypotheses and the eight detailed hypotheses.

7. Data Analysis and Findings

This section will illustrate descriptive and inferential findings through tables, charts and diagrams to make it easier for understanding. Also, some comments have been abstracted from these tables and diagrams.

7.1 Descriptive statistics

Table 2 displays the distribution of study sample based on demographic variables. The majority of participants are married males having undergraduate degree and their ages are between 26 to 35 years. The common employment level for sample is management level (do not manage others) with less than 10 years working experience. Since Saudi Arabia is men dominated culture and because it is a typical male job in the oil industry that's reflect to the sample demographic. From 2003 the oil prices were raised and the demand for labors increased and that interpret the majority of work experiences less than 10 years. Most of management and managerial positions require a minimum of bachelor degree education and that's clarifying the reason of the high number of undergraduate participants.

Frequency -Percent	Gender	Marital Status	Education	Age	Experience	Employment Level
Male	169 - 87%					
Female	26-13%					
Married	-----	161- 83%				
Non-Married	-----	34-17%				
Secondary School	-----	-----	32-16%			
Diploma	-----	-----	31-16%			
Undergraduate	-----	-----	106-55%			
Master Above	-----	-----	26-13%			
20-25	-----	-----	-----	36- 19%		
26-30	-----	-----	-----	43- 22%		
31-35	-----	-----	-----	72- 37%		
36-40	-----	-----	-----	18-9%		
41-45	-----	-----	-----	5-3%		
46-50	-----	-----	-----	7-4%		
51 Above	-----	-----	-----	14-7%		
0-5	-----	-----	-----	-----	58-30%	
6-10	-----	-----	-----	-----	74-38%	
11-15	-----	-----	-----	-----	30-15%	
16-20	-----	-----	-----	-----	10-5%	
21-25	-----	-----	-----	-----	3-1%	
26 Above	-----	-----	-----	-----	20-10%	
Management Level	-----	-----	-----	-----	-----	118-60%
Managerial Level	-----	-----	-----	-----	-----	77-40%
Total	195- 100%	195- 100%	195-100%	195- 100%	195-100%	195-100%

Table 2: Study of the sample based on demographic variables

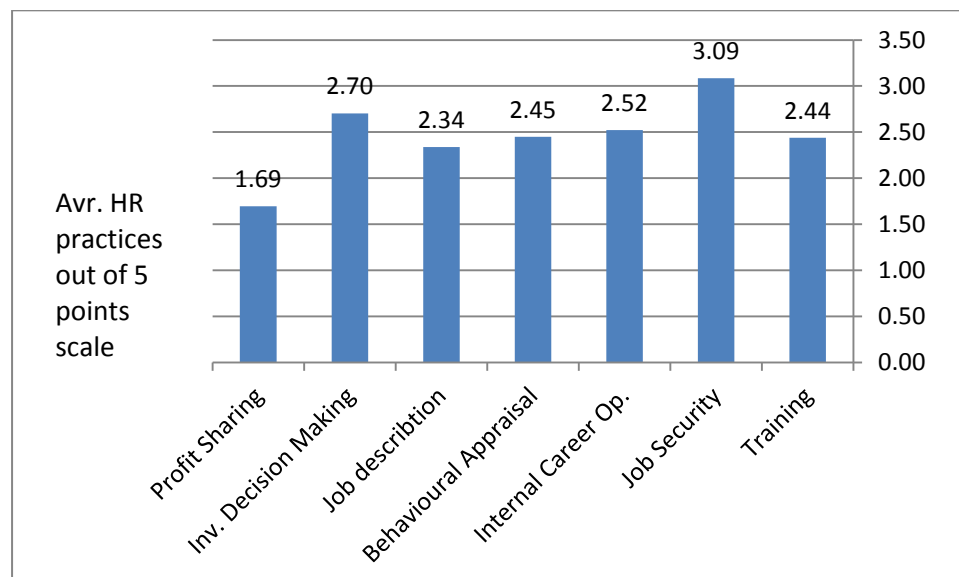
7.2 Perception Measures

In this section the evaluations of strategic HR practices and job design measures will be presented. Also, the major measures will be explained and demonstrate their causes and expected consequences.

7.2.1 The Perception of Strategic HR Practices

Figure 8 illustrates the average perception measures of each individual strategic HR practice which is measured with scale out of 5 points. While the minimum value of the degree of implementing is 1 where the employee is extremely not agree this strategic HR practice is implemented on the other side of the scale the value 5 is strongly agree this HR practice is extensively implemented. Obviously, employees whom participated in this study are mostly perceived the "Defenders" high job security with the highest average value of 3.09. Contradictory, the lowest evaluation was for profit sharing where the mean value is 1.69. This low evaluation is expected because these types of organisations are rarely disrepute part of their profits as bonuses.

Figure 8: Strategic HR practices



The evaluations of the others HR practices are relatively have similar evaluations with magnitude between 2.34 and 2.7. In general, most of the measures indicate their evaluation is near the midpoint of the scale which is 2.5 except job security and profit sharing. Indeed, the level of perceptions of these 7 HR practices could have an influence of behaviours which is covered in this study. Subsequently, implementing continuance surveys about the HR perceptions could help to maintain and development the way of implementation to tailor their practices according to their strategic views.

The level of employees' perception of Defenders HR practices might be the result of noticing to what extend these practices are applied in their organisations compared to other similar organisations. The degree of the knowledge and information about other organisations strategic HR practices most likely will lead to have more clear perception.

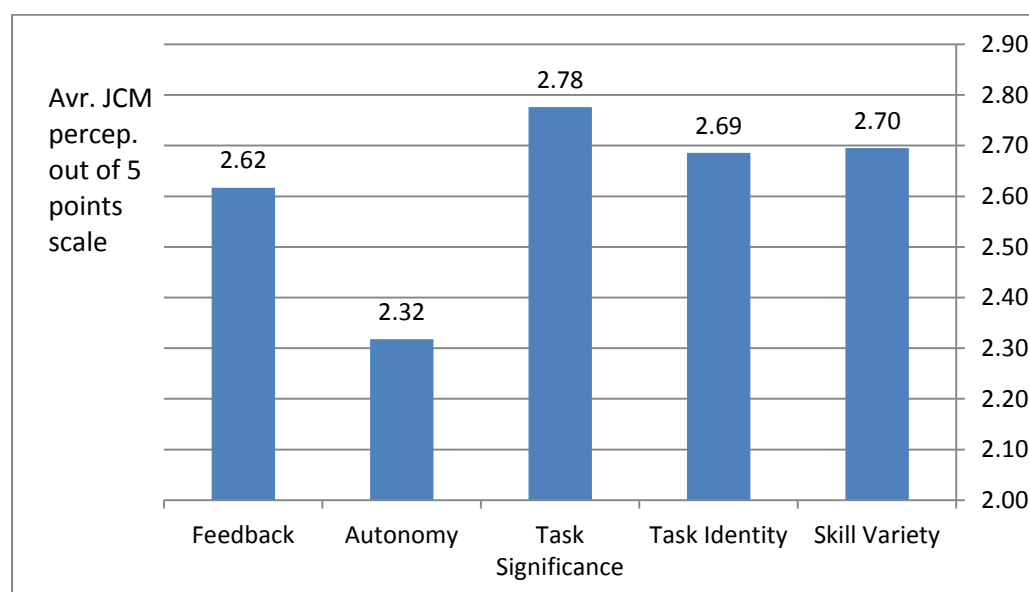
7.2.2 Perceptions of Job Characteristic Model Components

The components of job characteristic model were evaluated in the same criteria with 5 points scale. Clearly, **Figure 9** displays the evaluation of 5 components noticeably 4 of them got higher values than the midpoint –the value 2.5 – except autonomy which is got the lowest with 2.32. These results could indicate assigned jobs are challenged to some extent but with lower level of freedom to make decisions regarding tasks or working hours. Contradictory, previous figure indicates higher levels of involvements in decision making; that might indicates employees in these organisations are having the opportunity to participate with their ideas but have no authority to implement them without approval.

Furthermore, employees are recognizing the importance of their role and using their abilities and talent to at least acceptance level. However, still we could not confirm if job characteristics model components has a significant impact to the four satisfaction behaviours which is covered in this report.

Because increasing the levels of challenge could motivate performance it is useful to conducting surveys in organisation to measure the level of these five characteristics of each job and make some adjustments to jobs designs or move employees according their best fit jobs.

Figure 9: Job Characteristic Model Components



7.3 Behaviours Measures

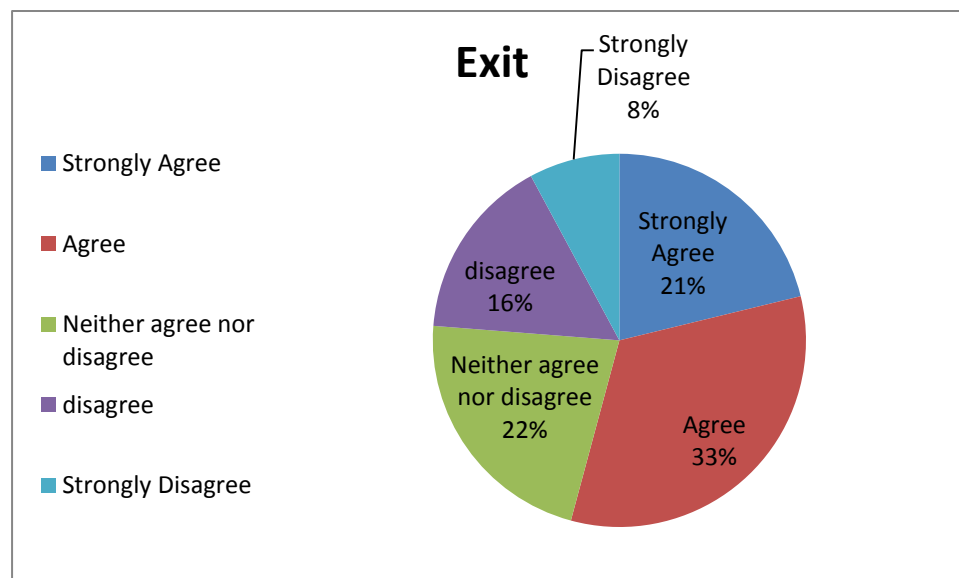
In this section the self-evaluations of behaviours will be offered. Also, the main measures of behaviours will be explicated and demonstrate their expected consequences.

7.3.1 Retention Behaviour Measure (Exit)

In this **Figure 10** the 3 questions asked to the participated sample concern if the employees are looking or hunt for new jobs or aiming to leave the organisation. The absent of this behaviour is almost 24% whereas 54% are behaving and intending to leave organisation or job.

These results could have negative effects on this organisation in the future because of the high percentage of employees whom are looking for new jobs. While 22% are neither agree nor disagree but more than the double of those employees have intention to quit their job or change their roles. Smart organizations try to achieve their objectives with minimum cost of recruitment processes. In addition, HR practices targeting to retain well trained employees and avoid high turn over rates.

Figure 10: Exit Behaviour



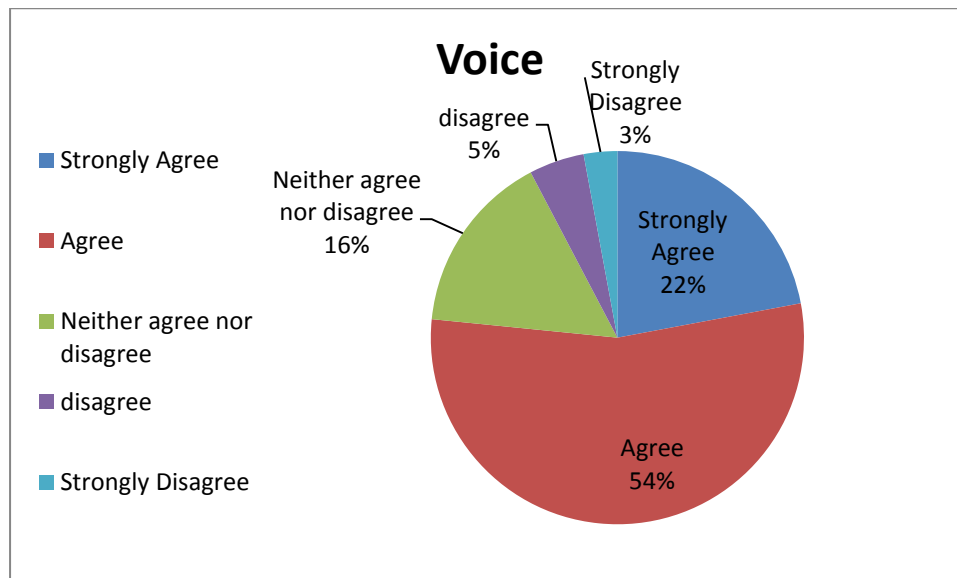
We can link the result of this behaviour to the result of the evaluation of internal careers opportunities **Figure 8** 2.52 out of 5 and conclude the relatively of lower chances of internal careers opportunities. The need for growth and promotion also may force employees to hunt for new jobs outside or inside the organisation. This HR practice may need to examine well to meet the expectations of employees.

Also, the unexpected relation between the high evaluation of job security with almost 3 out of 5 as **Figure 8** shows and with the high employees tendency to change jobs could be interrupted as the stable job environment such as government or semi-government sectors is not enough to satisfy employees but might they are looking for more challenge and recognition.

7.3.2 Suggesting Improvements Behaviour Measure (Voice)

Almost 76% of employees are having this affirmative behaviour where the employee is active in suggesting improvements regarding work process and participating by giving ideas to solve organisation problems. This behaviour could be not related to the perception of HR practices because as **Figure 11** described the percentage of employees with this behaviour are the majority even the evaluation level of HR practices and job characteristics in previous measures are not that high. Personality or organisation culture could have influence to voice behaviour.

Figure 11: Voice Behaviour



How employees conceptualize or understand the tasks boundaries is another aspect. Individuals in firms may recognize the suggesting improvements as the normal behaviour as part of the job. The description of job duties and how organisations are stated and described is an important part in job understanding. If employees view this behaviour within their job boundaries and as integration of the job their behavior will be more engaged in an organisation than if they consider it as additional job.

Therefore, the ambiguity in job descriptions and the board job definition could has a positive influence on job understanding and employees will recognize the extra jobs as it is from the core job. Indeed, sometimes humans are having self-serving bias where imagine they are creative in finding new methods to complete jobs while it is not always correct.

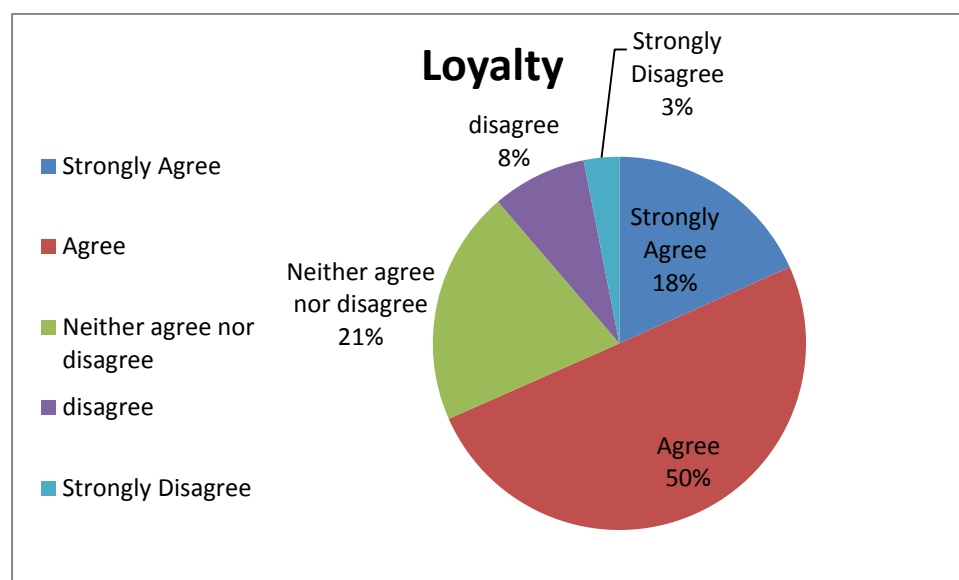
7.3.3 Loyalty Behaviour Measure (loyalty)

Normally humans are aiming to behave according to their personal advantages and their families. In contrast, other employees are unselfish and that makes the priority of accomplishing the overall firm's aims and not concentrates only in the personal interest. Loyal employee has helpfulness behavior that is satisfying the requirements of the current job and beyond that participate with other working teams with their duties.

These extra efforts are not included in the job description; the responsibility of this behavior leading humans to obey orders and regulation and consuming minimum resources available to accomplish tasks. In addition, the employee who has this feature is avoiding conflicts with other partners due to the belongingness of the organization membership.

Almost 68% of the sample have to some extent loyalty and committed to the organisation as **Figure 12** shows. In addition, they feel their relationship with company important. However, about one third of employees' lack of this important behaviour which is part of engagement could be an alarm could affect employee's vigor, absorption and dedication.

Figure 12: Loyalty Behaviour



We can connect the results of **Figure 10** and **Figure12**, while the first figure indicates 54% are hunting to change job or roles but at the same time the second figure indicates 68% are assume they are loyal. It seems that the loyal and committed employee most likely will seek to improve their conditions or hunt for better opportunities at least inside the organisation.

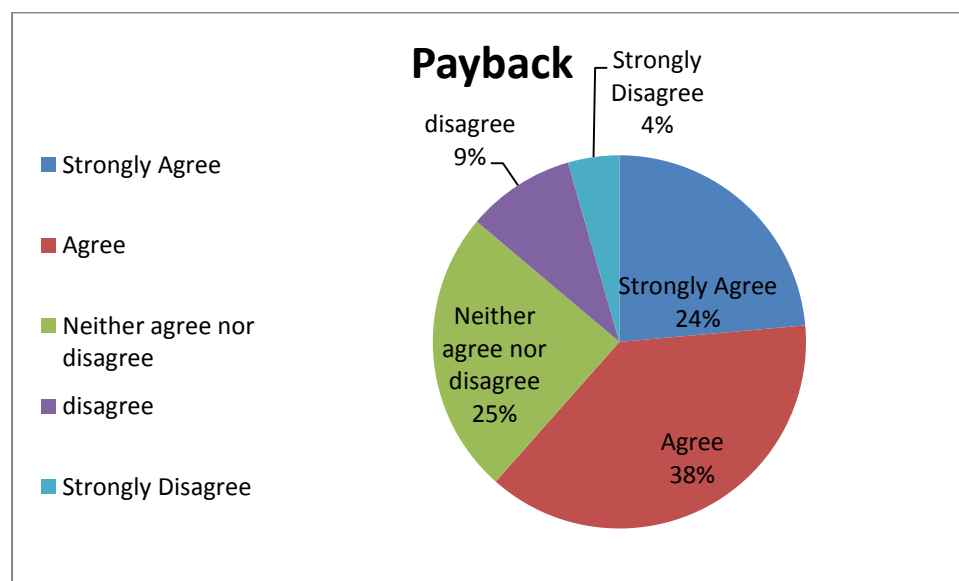
7.3.4 Payback Behaviour Measure (Payback)

Satisfied employee will evaluate the situation inside the organization and believe that the organization provide a fair value of benefits in comparison to the efforts from employee in their jobs. In general, employees would like to payback to organization since they are satisfied.

This behaviour is determine if the employee is alert not agree or keeping the circumstances to get worse, also, come and leave on time, rarely absent and perform acceptable efforts. Similar to the voice behaviour **Figure 13** illustrates the majority of employees are behaving with payback behaviour with almost 62% of the sample. Furthermore, at least 24% are strongly agreed with it.

This is a good indicator of employees' productivity; that behaviour might be high because employees believing they are performing acceptable efforts and discipline to working hours so they are paying back as thankfulness or paying back organisation favors. On the other hand, almost 38% do not think they are obliged or act toward the best to their organisation. The absence of this behaviour in part of employees could affect the productivity of the rest negatively by keeping the circumstances to get worse and not cooperate with other individuals or teams.

Figure 13: Payback Behaviour



7.4 Inferential Statistics

Inferential statistics are including reliability test, correlation test and multiple regressions test. Each test has unique findings and used for different reasons. These tests are implemented on the mentioned HR practices, job design components and satisfaction behaviours.

7.4.1 Reliability Test

To measure the corresponding construct consistency Cronbach's Alpha test were conducted. Every similar set of variables have been tested individually. The three sets were tested; **Table 3** shows the results of strategic human resources practices Set1, job design characteristics Set 2 and job satisfaction behaviours Set3.

Based on these results all three scales are reflecting consistent constructs because the value of Cronbach's Alpha are greater than 0.6.

Table3: Reliability Test

Reliability statistics	Number of items	Cronbach's Alpha
Strategic HR Practices	14	0.779
Job Design Characteristics	15	0.870
Satisfaction Behaviours	12	0.823

7.4.2 Correlation between the 3 Sets

To find how strong is the linear relationship between the variables Person correlation test was applied. Results demonstrate that there is a moderate relationship between the strategic HR practices and satisfaction behaviours (H1) because its value is more than 0.3. The values range for this test is between -1 and +1 if the value is between 0.3 and 0.6 it is considered moderate correlation, weak if less than 0.3 and strong if more than 0.6. While the value of the relation between strategic HR practices and satisfaction behaviours is 0.412 as **Table 4** illustrate.

Similarly, there is a moderate correlation between job design characteristics and satisfaction behaviours (H2) with value of 0.458. Furthermore, the relation between job characteristics with satisfaction behaviours look like stronger than HR practices with behaviours but not strong enough to considered a strong relation.

Table 4: Correlations between strategic HR practices, job design and satisfaction behaviours

	Strategic HR Practices (Independent variables)	Job Design Characteristics (Independent variables)	Satisfaction Behaviours (dependent variables)
Strategic HR Practices (Independent variables)	1	0.525**	.412**(H1)
Job Design Characteristics (Independent variables)	-	1	.458**(H2)
Satisfaction Behaviours (dependent variables)	-	-	1

Note: ** Significant at 0.001.

7.4.3 Correlation between Independent Variables and Behaviours

To examine the rest of hypotheses the correlation test **Table 5** is extended to measure the relationship between strategic HR practices (SHRP), job characteristics from one side and behaviours separately from the other side. The test shows the strong relationships between job characteristics and loyalty behaviour H9. In addition, there is a moderate relationship between SHRP and payback H5 and payback behaviours H6.

Similarly there is moderate relationship between job characteristics and payback behaviour H10. Moreover, there is weak significant relation the two independent variables and voice behaviours H4 and H8. Otherwise, there are no significant relations between the rest constructs H4 and H7.

Table 5: Correlation between Independent Variables and Behaviours

Independent Variables / Behaviours	Exit	Voice	Loyalty	Payback
SHRP	0.061(H3)	0.290**(H4)	0.473**(H5)	0.398**(H6)
Job Characteristics	0.014(H7)	0.272**(H8)	0.604**(H9)	0.476**(H10)

Note: ** Significant at 0.001.

7.4.4 Correlation Test on Demographics Variables

The impact of demographic variables on SHRP, job characteristics and satisfaction behaviours are summarized in **Table 6**. This paper did not find any significant impacts from demographic correlation on perceptions nor behaviours.

Table 6: Correlation Test on Demographics Variables

	SHRP	Job Characteristics	Exit	Voice	Loyalty	Payback
Gender	0.022	0.035	-0.019	0.040	0.009	0.018
Marital Status	0.052	-0.038	-.0137	-0.001	0.022	-0.020
Education	-0.038	0.123	0.072	-0.051	0.116	0.105
Age	0.004	0.035	0.125	0.052	-0.037	-0.075
Experience	-0.037	0.015	0.116	0.075	-0.051	-0.116
Employment Level	-0.008	-0.020	-0.019	-0.072	-0.031	0.062

- *Correlation is significant at 0.01 level 2 tailed
- **Correlation is significant at 0.05 level 2 tailed

7.4.5 Multiple Regressions Test

To predict the change in dependent variables for every unit increase in independent variables multiple regressions tests are conducted **Table 7**. Overall perception of strategic HR practices (SHRP) explained 27.2% of the variance of satisfaction behaviours.

To make it clear, the tendency of employees to behave with these four behaviours will be more almost by one third, the more they agree about these practices are already implemented in their organisations. Indeed, organisations those implement "Defenders" HR strategic practices could raise employees' satisfaction behaviours by 27.2%.

Furthermore, the perceptions about job characteristics model (JCM) explained 22.3% variation in satisfaction behaviours. Taking into account the JCM components in designing jobs would increase the tendency to behave with satisfaction behaviours by 22.3%.

Moreover, job characteristics perceptions clarify 37.4% and the perception of the strategic HR practices lead 31.1% of the change in loyalty behaviour. In fact, the results of the multiple regressions test support the positive relationship between SHRP and satisfaction behaviours. Similarly, there is a positive relationship between JCM and the four satisfaction behaviours.

Table 7: Multiple Regressions Tests

Model	Hypothescs	F	Sig.	T	Sig.	R	R Square	Adjusted R square
Overall SHRP & Overall Behaviours	H1	6.178	0.000	5.623	0.000	0.570	0.325	0.272
Overall Job Characteristics & Overall Behaviours	H2	4.712	0.000	6.823	0.000	0.532	0.283	0.223
Overall SHRP & Exit Behaviour	H3	4.252	0.000	4.329	0.000	0.449	0.249	0.190
Overall SHRP & Voice Behaviour	H4	4.985	0.000	3.179	0.000	0.529	0.279	0.223
Overall SHRP & Loyalty Behaviour	H5	7.248	0.000	3.188	0.002	0.600	0.360	0.311
Overall SHRP & Payback Behaviour	H6	4.823	0.000	3.949	0.000	0.522	0.273	0.216
Overall Job Characteristics & Exit Behaviour	H7	1.905	0.025	7.660	0.000	0.371	0.138	0.065
Overall Job Characteristics & Voice Behaviour	H8	2.703	0.001	6.480	0.000	0.430	0.185	0.116
Overall Job Characteristics & Loyalty Behaviours	H9	8.730	0.000	1.925	0.056	0.650	0.442	0.374
Overall Job Characteristics & Payback Behaviour	H10	5.592	0.000	1.631	0.105	0.565	0.319	0.262

8. Discussion

The correlation and multiple regression tests illustrate that intrinsic and extrinsic job characteristics (job design components and strategic HR practices) have a great impact on satisfaction behaviours.

These findings are compatible with (Huang and Vliert 2003) study which affirms the intrinsic job characteristics have a wide impact on countries with low power distance and individualistic cultures e.g. United States, United Kingdom and Canada. The interesting in this paper that it obtains similar results in Arab context.

The higher is the perception of strategic HR practices of "Defenders" the more likely employees will behave with at least three mentioned behaviours. These behaviours could lead to more productive workforces. Also, the more job design enriched with skill variety, task identity, task significance, autonomy and feedback would lead to more encouragement in job satisfaction behaviours.

Further findings of study that loyalty, voice and payback behaviours of employees are the highest behaviours those will be influenced by "Defenders: HR practices. On the other hand, exit behaviour has not or little affected from extrinsic job characteristics.

These outcomes are supporting the findings of Turnipseed and Murkison (1996) which argues HR practices satisfaction will make employees to perform more efforts to payback. Also, Suliman& Iles (2000) debates about this behavioral approach commitment or exchange of interests' commitments might affect employee performance.

Moreover, job design characteristics have noticeable influence on payback, voice and loyalty. Job design components seems having a significant influence on behaviours which Hackman and Oldham (1980) theory declare it will motivate employees to perform greater efforts.

Demographic variables have no or little impact on satisfaction behaviours from HR practices and job design. Thus, most of demographic clusters responded to all factors similarly.

9. Conclusions

In this study an evaluation of the impact of “Defender's strategy” HR practices and job design on job satisfaction behaviours has been conducted. The four satisfaction behaviours (exit, voice, loyalty and payback) and their consequences are verified in details. Next, this paper defined the concept of strategic human resources and its goals and functions. In addition, the role of HR in sustaining competitive advantage to the organisation has been discussed.

The two main theories, the best practices and contingency theory are illustrated. Then, we discussed the different understandings of contingency theory depending on organisational internal and external conditions such as life-cycle model, competitive strategy and strategic configuration. After that the strategic groups of strategic configuration and their HR practices are displayed specifically including: Prospectors, Defenders and Analyzers.

Then, the paper present a detailed description of "Defenders" strategy HR practices. These practices are extensive training, internal career opportunities, behavioural oriented appraisals, high job security, high participation in decisions making, limited profit sharing and specified job descriptions. Saudi oil companies those anticipated to apply these practices were the scope of this study.

Moreover, a range of approaches in job designs were demonstrated such as cost reduction approach, innovation approach, quality enhancement approach and motivational approach. Job Characteristics Model JCM is the great example of motivational approaches in jobs design is discussed in details.

A structured questionnaire was built (see appendix) and data was collected from a sample of 195 employees; then the data was analysed and presented.

Results of multiple regressions tests show huge contribution of SHRP on loyalty behaviour. Almost one third of increase of this behaviour is for every one unit growth of perception of "Defenders" practices; one fifth of contribution on voice and payback behaviours from SHRP. The contribution of job characteristics model components on loyalty is more than one third and almost the same influence on payback behaviour.

Employees those behaviours lack of payback, loyalty and voice behaviours might have an issue with jobs design. Job designs should be in the way that influences intrinsic motivation by maximizing JCM components.

While "Defenders" strategic HR practices in general, look like succeed with influencing satisfaction behaviours. Also, these behaviours might lead to raise their performance. These findings support the theory of Miles & Snow (1984) which is presented by Delery and Doty (1996) and suggests that these HR practices will fit organisations with similar market conditions.

Since defenders strategic HR practices could make progress in efficiency of the organisation as debated on literature review it also expand job satisfaction behaviours. However, study illustrates the improvements in job design according to job characteristics model (JCM) and support the evidences that it will lead to significant improvements in job satisfaction behaviours and most likely will reflect to the overall organisational performance.

10. Limitation

Some limitations in this study should be taken into account. For the reason that this study depends on online survey we could not identify non serious responses and discard those answered without reading the questions. Moreover, some respondents may answers with bias or exaggerated answers.

In addition, the approach of this study did not take into consideration the changes of perception of job over period of time or economic or political conditions those may have a direct relation with availability of some HR practices like job security.

Despite these limitation reliability tests shows this sample highly represent the population. Also, this study affirms some previous studies in the same study fields in other countries.

11. Recommendations and Further Research

After presenting and discussing findings of this study some improvements could be recommended. These recommendations are abstracted and concluded for future implications.

Arab cultures and Gulf Council Countries GCC employees specifically have similar motives of satisfaction behaviours with western countries with individualistic cultures.

Since intrinsic job characteristics have great impact on satisfaction behaviours. Similarly, extrinsic characteristics have major influence on behaviours. Study recommend to organisations operate in Arab and GCC countries and have similar conditions to adjust HR practices in the way that it will raise the perceptions of these practices. Organisations should announce the implemented strategic HR practices to assure employees awareness.

On the other side, they should design jobs in the way that raise motivation and challenge of job tasks rather than other considerations. Increasing the degree of the job characteristics model components would support motivation and challenge.

Loyal employees are usually fully aware about implemented HR practices. Thus, employees' perceptions about HR practices are compatible indicators to predict satisfaction, withdrawal or reducing the levels of loyalty.

Organisations could conduct quick surveys covering the aspect of SHRP to predict or at least give a general idea of expected performance level especially in hard economical conditions. This rate can be a guide to conduct future recruitment plans to avoid unexpected shortages.

Demographic variables analysis shows most employees are willing to be motivated from job design factors including meaningful tasks, autonomy and feedback. This motivation to people behaviours could be because the change in generations expectations to job characteristics. This study recommend to add questions regarding preferred intrinsic job characteristic in selection tests or selection process to find the suitable job which candidates can be best fit.

Since study shows high variation in satisfaction behaviours for every additional unit in evaluations of SHRP. Voice and payback behaviours are largely affected by the SHRP. This high variation could lead to unstable employees' behaviours. That may leads to high cost of wasting resources for example, when workers do not suggest improvements in the production processes; these suggestions could increase productivity, quality or decrease cost.

To stabilize these behaviours organisation may pay increments and add voice behaviour to assessment competencies. These two practices will motivate employees to suggest improvements. Practicing long-term attractions or retention management could support voice and payback behaviours by offering above than average compensations packages, long-term job contracts and creating continuance improvements culture.

Moreover, voice behaviour will be motivated if employees are encouraged to speak up from their supervisor, those supervisors should have the authority or empowerment to reward employees for their suggested improvements and recommendations.

Continuance committed attitude would influence employees to stay as payback for their financial and non financial compensations. However, payback behaviour is also influenced significantly from job design.

An implication of this finding could be to conduct internal interviews to gauge employees' perceptions toward job characteristics. Furthermore, modifying job characteristics might increase the level internal motivation, and then could increase the performance and efforts level as payback of motivation and satisfaction.

The study did not find enough evidence supporting the influence of the change of SHRP and job designs factors on exit behaviour that might be because it is influenced more from organisational justice. Further researches could be conducted to understand this relation.

In addition this research could be extended to relate "Defenders" strategy HR practices individually on satisfaction behaviours through using the existing data. Similarly, the components of job characteristics model (JCM) could be studied independently to find each factor influences on satisfaction behaviours.

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