

THE INFLUENCE OF HUMAN RESOURCE PRACTICES ON THE EMPLOYEE COMMITMENT AND PERFORMANCE

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Abstract: The present study examines the HR practices on the employee commitment, employee behavior and employee performance and also among employee behavior and employee commitment, and employee behavior and employee performance of petroleum industry in Saudi Arabia. This research also investigates the mediating role of employee behavior among the links of HR practices, employee commitment, and employee performance of the petroleum industry in Saudi Arabia. The present article has used questionnaires for data collection and smart-PLS to test the relationships among variables. The results revealed that HR practices have a positive linkage with employee commitment, employee behavior and employee performance, and employee behavior also has a positive association with employee commitment and employee performance of the petroleum industry in Saudi Arabia. The findings also indicated that employee behavior significantly mediates among the relations of HR practices, employee commitment and employee performance of the petroleum industry in Saudi Arabia.

Keywords: HR practices, employee commitment, Employee behavior, Employee performance

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Introduction

There is emerging importance of innovation in business organizations because, in the economy, something unusual, new, and exceptional is demanded. Organizations that are flexible, develop new ideas immediately, and adapt to the changes are preferred in the market. People do not prefer to make dealings with the organization which stick old techniques and ways and present out fashion products. Every business organization want to grow and have a higher position in the highly competitive market. It is due to newness in the business processes, products and services, the business organization can fix their feet in the modern competitive market and can successfully compete against rival businesses (Grebski & Mazur, 2022). As the economic significance of innovation is being increased with the passage of time, many scholars have paid attention to innovation in their studies. Our study analyzes business innovation on account of the skills of employees developed by Human Resource (HR) practices.

The overall business performance is dependent on the skills and performance of employees as all the business processes are planned, designed and performed by the

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employees (Iershova et al., 2022). The innovation and newness in the business processes, which is the need of the hour, is dependent on the performance of employees. When the employees develop and apply new, unusual, and ideas while performing their functions in the concerned organizational department, they can contribute to the value creation to business processes, products and services or introducing entirely new products and services. The employees working skills, their performance, and their commitment to the organization can be improved through the formation and implementation of effective Human Resource (HR) management practices (Linhartova, 2021). Now, with the increasing innovation requirements in the market, practices are being planned and implemented by the HR management to tackle the issues related to the employees (Bos-Nehles & Veenendaal, 2019; Stacho et. al, 2021).

The study analyzes the influences of HR management practices on employee behavior, employee commitment, and employee performance in the Petroleum industry of Saudi Arabia. Saudi Arabia is a developing economy. Its nominal gross domestic product is \$779.289 billion, according to the statistics of 2019. According to this figure of gross domestic product, Saudi Arabia is the largest economy in the Middle East and the 18th largest economy in the world. Saudi Arabia has the world's second-largest proven petroleum reserves, and it is the largest exporter of petroleum. It is taken as an "energy superpower". Saudi Arabia's command economy is petroleum-based. In the petroleum industry, oil enterprises provide 63% of the budget revenues and 67% of export earnings. Petroleum is the most successful industry in the Saudi economy. So, in most, petroleum enterprises innovation are taken care of. Here, the employees are encouraged to develop and maintain skills and apply them while performing in the workplace. This study, based on the analysis of employee innovative behavior in the petroleum industry of Saudi Arabia, is a guideline for the industries of the emerging economy on how they could develop employee performance and firm' performance.

The aim of our study is to analyze the contribution of the integration of innovativeness into the HR practices into the development of employee commitment and employee performance. Many researchers and academics have long been discussing the influences of HR Practices on the development of employee commitment and employee performance in separate literary workouts. A little attention has been given to HR practices in this regard. This study removes this literary gap, as it throws light on the integration of the concept of innovative behavior in HR practices and checks the influences of HR practices on the development of employee commitment and employee performance at the same time. Moreover, though in the past studies, the direct influences of employee behavior on either the development of employee commitment or employee performance have been analyzed, the mediating influences of employee behavior between the aforementioned factors have been given little attention. Thus, the present study has been conducted to answer these available gaps.

The introduction leads to the section looking at the views of different researchers about the influences of human resource practices on the employee commitment and employee performance and mediating role of employee behavior between human resource practices and the employee commitment & employee performance. In the next section a proper methodology is applied to collect quantitative data while in fourth section, the present study find out the results. Whereas in discussion it compares the results with those of other studies for sake of approval. In last, conclusion presents that all the research problems have been solved.

Literature Review

Innovations have become crucial to the survival and growth of business organizations in the competitive modern world as the people want something new and attractive and thus, prefer the organizations for making purchases that maintain innovativeness instead of sticking to outdated techniques and procedures. The innovativeness in the organization is dependent on the working of employees. The organizations where employees perform their duties in such a manner that they develop thinking, present new ideas, implement these ideas in bringing improvement in products, their design, and packaging, and manufacturing entirely new products, have higher innovative performance. The implementation of HR management practices affects employee behavior, employee commitment, and employee performance (Mom, Chang, Cholakova, & Jansen, 2019; Blašková et al. 2017). There are many studies in the existing literature which have discussed the contribution of HR management practices affects employee behavior, employee commitment, and employee performance. Our study cites many of these studies in the following.

HR management in any business organization form takes decisions and initiatives to handle all the matters related to the employees of the organization. The decisions and initiatives of HR management affect the employees' commitment to the organization. When the HR management takes care of innovation in the business processes and its output while taking decisions and initiatives to handle the matters related to employees, they successfully develop employee commitment (Ziaran et al. 2021). Under employee commitment, the employees are emotionally or cognitively attached with the organization and take decisions and perform activities honestly, wholeheartedly, and with a great sense of responsibility towards the organization in order to achieve the goals in the best possible ways (El-Kassar & Singh, 2019). For instance, when HR management forms a policy to grant rewards (either monetary or non-monetary reward) to the employees in recognition of their services and efforts to bring newness in the business processes. When the organization appreciates the services and achievements of the employee, they develop an emotional attachment with the organization and feel it their responsibility, to be honest and sincere in their work towards the organization. After being appreciated for bringing and sustaining innovative in the business activities, they pay more attention and put extra efforts to develop the quality of goods and services or present entirely new products and

services in order to protect or improve the company's brand image. Based on above views of past studies, it is hypothesized:

Hypothesis 1: Human Resources practices have a positive association with the development of employee commitment.

As the purpose of HR management is to tackle the issues regarding employees, the undertaking of HR management practices affects their intentions, capacities, and their performance in different departments of the organization. The HR practices involve recruitment and selection, provision of information, integration of employees, rewards and compensation, feedback from employees, prioritizing physical and mental health of the employees, and training (Vaitkevicius, Papsiene, & Vaitkevicius, 2021). These all HR management practices, if they are effectively implemented, can arise skills like analytical and critical thinking, effective communication, problem-solving, decision making, confidence, acceptance of challenges, and trace opportunities, in the employees and enable them to understand and perform different tasks efficiently. The HR managers form the policy and strategy regarding the recruitment or selection of candidates for the vacant job position in such a way that they can hire skilled employees who have the confidence, intention, and capacity to analyze the situation and bring newness in the processes, techniques, resources, products, and services of the organization. The selected candidates who have the skills can better understand the job particulars and the given situation, and as they have the ability to find several solutions to a single problem, they can perform their job duties in an effective manner. Similarly, if the HR management shows serious concern towards the employees' health and takes innovative measures in this regard, the employees can better focus on their job duties and perform better (Jyoti, Chahal, & Rani, 2017). Based on above discussion, it is proposed:

Hypothesis 2: Human Resources practices have a positive association with the development of employee performance.

The HR practices which intend to solve the issues faced by employees in a manner can improve the employees' behavior towards one another in the workplace, towards the organizational goals and policies, towards the tasks assigned to them and the stakeholders of the organization. Under this system, innovative techniques or structures are used to build a communication network among the employees in different departments, employees and top managers, and employees and the stakeholders with an intention to bring innovativeness to the employees work. This communication network brings positivity in the relationship among the organizational personnel, between employees and organization or stakeholders, as it triggers an exchange of information. Similarly, the formation of innovation oriented teams out of employees and the adoption of leadership develops thinking and confidence to present employ novel ideas about different processes, resources, and products, in the employees and make their behavior towards one another within the team. It also develops behavior from team members to lead and from leader to top

managers (Capozza & Divella, 2019). The above literary views proposes the following hypothesis:

Hypothesis 3: Human Resources practices has a positive association with the development of employee behavior.

The employees' behavior in the workplace is their behavior towards one another, the organizational goals and policies, the tasks assigned to them, and the stakeholders, which is helpful to develop innovation. The behavior of employees within the organization affects employees' commitment to the organization, its image, and its policies that can develop innovations in the business operations, products, services, and thus, innovation in the brand image (Do, Budhwar, & Patel, 2018). When the employees have positive and polite behavior towards one another in the workplace, exchange information, knowledge, and ideas with one another, help one another in the face of any problem, difficulty, and risks, they help in bring develop innovation. Thus, the employees can develop and sustain innovation in the business processes in the relevant area, which adds value to the brand image and profitability. In turn, the organization grants the rewards to the employees and takes care of the needs of the employees, which makes the employees emotionally attach to the organization, pay more focus on the innovations in their working (Medase, 2020). Similarly, when the employees have positive behavior towards the organization, its policies, and goals, he tries to follow the policies, brings innovation to the organization in order to achieve its goals. When there is innovation in products and services, there is a better brand image, high marketing, and high profitability. In this situation, the organization pay attention to appreciate the efforts of employees through the grant of rewards and compensation. This builds an emotional attachment between employees and the organization. The following is proposed on the basis of above discussion:

Hypothesis 4: Employee behavior has a positive association with the development of employee commitment.

The employees' behavior towards the other fellow workers, their job functions, organization, and the organization's stakeholders, under which there is the free expression of ideas, opinions, and application of these ideas into reality, help the employees in performing their functions and duties more efficiently. Rather it assists the employee to do something extra and exceptional. The positive and favorable behaviors of the employees towards one another at the workplace make it possible for them to exchange information, knowledge, and ideas with one another. Besides, they can also enjoy constructive support (cognitive and physical support) from fellow workers while finding solutions to the problems and difficulties (Antunes & Pinheiro, 2020). The employees can use the information, knowledge and ideas from others in solving problems (Özigci, 2020), making something new, or developing the quality of products and services. Similarly, he can easily share his ideas before others and get acceptance of these ideas. Thus, the innovative, positive employees behavior towards one another assists them to perform their functions in an efficient manner. When employees show serious concern towards the tasks assigned to them,

they try to understand all the features of the tasks, focus on the difficulties in accomplishing that tasks, and find out the ways how to cope with the difficulties (Kelemen et al. 2021). When the employees have behavior towards the job functions or specific tasks assigned to them, they not only follow the job instructions to perform the job functions or tasks but also try to bring innovation by thinking and applying new ideas (Khoreva & Wechtler, 2018). Hence: it is hypothesized:

Hypothesis 5: Employee behavior has an appositive association with employee performance.

employee behavior is when the employees' behavior towards the organization, their job duties, and other employees at the workplace encourages innovation on the part of employees and the organization. HR management helps tackle the employees' problems and issues in a manner a and innovative manner. HR practices like innovation oriented communication system, team formation and leadership, rewards and compensation, provision of information, integration of employees and training etc., develop innovation in the behavior of employees at the workplace (Soo, Tian, Teo, & Cordery, 2017). When the employees adopt such behaviors towards the organization, other employees, and their functions that they can have and share information, knowledge, and ideas, they can add to the value of products and services, design entirely new products and services, and invent new processes and techniques. When the organization is impressed by their innovation, they appreciate their efforts through rewards and compensation, which develops employee commitment. Similarly, the employee behavior assists the employees in doing the job duties in an efficient manner as it helps them in getting necessary information and knowledge to develop ideas and implement them in doing something new but useful and profitable (Zhou, Fan, & Son, 2019). Thus, it can be said:

Hypothesis 6: Employee behavior is a mediator between Human Resources practices and employee commitment.

Hypothesis 7: Employee behavior is a mediator between Human Resources practices and employee performance.

Research Methodology

This study examines the HR practices on the employee commitment, employee behavior and employee performance and also among employee innovative behavior and employee commitment, and employee behavior and employee performance. This research also investigates the mediating role of employee behavior among the links of HR practices, employee commitment, and employee performance of the petroleum industry in Saudi Arabia. The present article has used questionnaires for data collection, and simple random sampling was employed to select the respondents. The employees of the HR department of the petroleum industry of Saudi Arabia are respondents and distributed the questionnaires by mail and personal visit. A total of 490 surveys were sent, and after two months, only 291 received that represents an approximately 59.39 per cent rate of response.

The current article also employed the smart-PLS to test the relationships among variables due to the model complexity and large sample size (Hair Jr, Babin, & Krey, 2017). This study has used only one predictor named as HR practices (CHRP) with sixteen items and also taken one mediating variable such as employee behavior (ECB), with five items. In addition, two predictive variables have been used, such as employee commitment (CEC) with nine items and employee performance (EP) with six items. These constructs with relations are mentioned in Figure 2.

Findings

These research outcomes firstly show the convergent validity that highlighted the relation among items. The figures indicated that Alpha and CR values are not smaller than 0.70, and loadings and AVE values are cross the limits of 0.50. These values indicated the high relations among items. These figures are mentioned in Table 1.

Table 1. Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE				
Employee Commitment	EC1	0.826	0.938	0.950	0.730				
	EC2	0.863							
	EC4	0.856							
	EC5	0.833							
	EC7	0.879							
	EC8	0.870							
	EC9	0.853							
	HR Practices	HRP1				0.859	0.967	0.970	0.669
		HRP10				0.740			
HRP11		0.824							
HRP12		0.786							
HRP13		0.837							
HRP14		0.825							
HRP15		0.820							
HRP16		0.789							
HRP2		0.819							
HRP3		0.781							
HRP4		0.862							
HRP5		0.847							
HRP6		0.833							
HRP7		0.837							
HRP8		0.822							
HRP9		0.796							
Employee Behavior	EB1	0.956	0.970	0.977	0.894				
	EB2	0.926							
	EB3	0.963							

	EB4	0.917			
	EB5	0.964			
Employee Performance	EP1	0.639	0.836	0.885	0.607
	EP2	0.823			
	EP4	0.823			
	EP5	0.758			
	EP6	0.837			

This research outcomes secondly show the discriminant validity that highlighted the relation among variables. The figures indicated that the values of Heterotrait Monotrait (HTMT) ratios are not higher than 0.85. These values indicated no high relations among variables. These figures are mentioned in Table 2.

Table 2. Heterotrait Monotrait Ratio

	EC	HRP	EB	EP
EC				
HRP	0.471			
EB	0.454	0.501		
EP	0.443	0.580	0.527	

The results revealed that HR practices have a positive linkage with employee commitment, employee behavior and employee performance and accept H1, H2 and H3. In addition, employee innovative behavior also has a positive association with employee commitment and employee performance of the petroleum industry in Saudi Arabia and accept H4 and H5. The findings also indicated that employee behavior significantly mediates among the relations of HR practices, employee commitment and employee performance of the petroleum industry in Saudi Arabia and accept H6 and H7. These relations are mentioned in Table 3.

Table 3. Path Analysis

Relationships	Beta	S.D.	T Statistics	P Values	L.L.	U.L.
HRP -> EC	0.312	0.070	4.451	0.000	0.182	0.412
HRP -> EB	0.488	0.049	9.871	0.000	0.398	0.565
HRP -> EP	0.395	0.058	6.830	0.000	0.269	0.496
EB -> EC	0.282	0.069	4.109	0.000	0.190	0.440
EB -> EP	0.283	0.068	4.180	0.000	0.190	0.418
HRP -> EB -> EC	0.137	0.040	3.412	0.000	0.085	0.225
HRP -> EB -> EP	0.138	0.041	3.394	0.000	0.083	0.218

The R square value also mentioned in the results section indicated the 26.2 per cent variation in employee commitment, 23.8 per cent variation in employee behavior, and 34.5 per cent variation in employee performance are due to the selected predictors in the study. These figures are shown in Table 4.

Table 4. R Square

	R Square	R Square Adjusted
EE	0.262	0.257
EB	0.238	0.235
EP	0.345	0.340

Discussion

The study results have indicates that the implementation of HR practices has a positive relationship with the development of employee engagement. The study demonstrates that through the application of best HR practices like recruitment and selection, provision of information, integration of human resources, rewards and compensation, feedback from employees, prioritizing physical and mental health of the employees, and training, there can be created commitment between the employees and organization, and employees can be motivated to work efficiently applying and maintaining innovativeness. The study results have also indicated that the implementation of HR practices has a positive association with employee performance. The study implies that when the HR practices like the recruitment of candidates who are active and have skills, the provision of rewards to appreciate their performance, and compensation to employees, training to provide knowledge and information and make them practice skills, evaluation of employees' performance, enhances the dynamic work capabilities of employees and their work performance. These results are in line with the past study of Ardito and Petruzzelli (2017).

This study has been conducted to analyze the performance of employees in the workplace. This study concludes that the organizations where the HR management takes care of the innovation and innovativeness while making any decision or strategies regarding the employees, the employees have more dynamic skills like analytical thinking, decision making, problem-solving skills, confidence, and responsiveness, and they can perform their duties in a better way according to the nature of their department. The study results have also indicated that the implementation of HR management practices has a positive association with promoting employee behavior. The study suggests that employees' behavior towards one another, organization, and their functions can be improved when the HR management brings improvement and newness in their practices, and thus, develop innovation in their employees. These results are in line with the past study of Tsai and Yen (2020), which states that in the modern world where the people want

innovativeness in the products and services they buy. So, the HR management pays heed to innovativeness while making policies regarding the recruitment and selection of candidates, training of employees, rewards and compensation, security of employees, and evaluation of their performance. The innovativeness in the HR practices have remarkably accelerated employees' behavior. Moreover, the study results have indicated that the employees' behavior is linked with employee commitment. The study elaborates that when there is positive and employee behavior towards the peers, job functions, and organizational goals, they develop commitment with the organization. The study indicates that when the employees have positive behavior towards one another and towards their job duties, they perform the business functions honestly with a great sense of responsibility; the supervisor and the top management of the organization watch the dutifulness, ethics, and morality of employees and rewards them in different ways. This creates a special bond between the employee and the organization.

The study results have also indicated that employee behavior has a positive relationship with employee performance. The study posits that when employees show behaviors towards others, towards the tasks assigned to them, and the organization's image, their work performance automatically improves and becomes innovative. The results have shown that the employee behavior plays a mediating role between the HR practices and the employee commitment. according to which HR practices develop and improve employee behavior, which is helpful in improving employee engagement. The study results have also indicated that employee behavior is a significant mediator between HR practices and employee performance.

Implications

The current study has both theoretical and empirical implications. The study analyzes a large number of HR practices and checks their influences on employee commitment and employee performance. Though, in the past, many scholars have analyzed the contribution of HR practices in developing employee commitment and improving employee performance. But this scholar either has addressed the influences of HR practices on one factor out of employee commitment and employee performance or has explored the influences of a limited number of HR practices. Thus, this study greatly is an extension to the scope of the literature by analyzing the influences of the HR practices on the two factors the development of employee commitment and the improvement in employee performance. This study introduces employee behavior as a mediator between HR management practices and the two variables like employee commitment and employee performance. Moreover, this study is considered in practical life. It has a great significance to the economists of the emerging economy of Saudi Arabia as it guides them on how to develop employee commitment and improve employee performance. The study suggests that with the effective implementation of HR practices in the organization, employee commitment can be developed, and employee performance can be improved.

Conclusion

The study was conducted to analyze that effective implementation of HR practices plays a significant role in developing employee commitment and improving employee performance and it was also included in its aims to check that how much employee behavior affects the employee commitment and employee performance. In this context the study analyzed a number of HR practices like recruitment, newness in the HR integration, reward and compensation, feedback from employees, training, and support to the employees etc. and analyzed their impacts on the employee behavior, the development of employee commitment and improvement in employee performance in the petroleum industry in Saudi Arabia. In the light of this analysis it found out some results which supported the study conceptions. These results indicated that HR practices positively contributes to the employee behavior, employee commitment, and employee performance. This study demonstrated that the firms where the HR management brings innovativeness while making any decision or strategies relating to the employee's issues, the employees have more dynamic skills like confidence, analytical thinking, decision making, problem-solving skills, and responsiveness, and they can perform their functions in a better way according to the nature of the concerned department. The study clarified that in this way, HR practices develops behaviors and improves employee commitment. Thus, the study concluded that when the HR practices are effectively implemented, they develop organizational behavior and thereby improve employee commitment and employee performance.

Future Directions

The study has a number of limitations despite the theoretical and empirical implications. These limitations are expected to be removed by the researchers and practitioners in the future when they will intend to replicate the conception presented by this study. First, this study has addressed only HR management practices while analyzing employee commitment and employee performance. Many other organizational and managerial factors have deep impacts on employee commitment and employee performance. But the author has not paid any attention to any factor except HR practices. This has made the study limited. In order to make the study more comprehensive, the author in future must analyze the other factor too along with the HR practices. The study has collected data about the influences of HR practices on the development of employee commitment and employee performance from the economy of Saudi Arab which developing one. The study conducted on the data from a developing country is not equally valid in some developed countries. Thus, the study lacks generalizability which must be enhanced by the authors in future with the analysis of the same concepts in both developed and developing countries.

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WPLYW PRAKTYK ZASOBOWYCH NA ZAANGAŻOWANIE I WYNIKI PRACOWNIKÓW

Streszczenie: Niniejsze badanie analizuje praktyki HR w zakresie zaangażowania pracowników, zachowań pracowników i wydajności pracowników, a także wśród zachowań i zaangażowania pracowników oraz zachowań pracowników i wydajności pracowników przemysłu naftowego w Arabii Saudyjskiej. Badanie to analizuje również pośredniczącą rolę zachowania pracowników wśród powiązań praktyk HR, zaangażowania pracowników i wydajności pracowników przemysłu naftowego w Arabii Saudyjskiej. W niniejszym artykule wykorzystano kwestionariusze do zbierania danych oraz smart-PLS do testowania relacji między zmiennymi. Wyniki ujawniły, że praktyki HR mają pozytywny związek z zaangażowaniem pracowników, zachowaniem pracowników i wydajnością pracowników, a zachowanie pracowników ma również pozytywny związek z zaangażowaniem pracowników i wynikami pracowników przemysłu naftowego w Arabii Saudyjskiej. Wyniki wskazały również, że zachowanie pracowników istotnie pośredniczy w relacjach praktyk HR, zaangażowania pracowników i wyników pracowników przemysłu naftowego w Arabii Saudyjskiej.

Słowa kluczowe: praktyki HR, zaangażowanie pracowników, zachowanie pracowników, wydajność pracowników

人力资源实践对员工承诺和绩效的影响

摘要：本研究考察了沙特阿拉伯石油行业的员工承诺、员工行为和员工绩效以及员工行为和员工承诺、员工行为和员工绩效之间的人力资源实践。本研究还调查了员工行为在沙特阿拉伯石油行业的人力资源实践、员工承诺和员工绩效之间的中介作用。本文使用问卷数据收集和智能PLS来测试变量之间的关系。结果表明，人力资源实践与员工承诺、员工行为和员工绩效呈正相关，员工行为也与沙特阿拉伯石油行业的员工承诺和员工绩效呈正相关。研究结果还表明，员工行为在沙特阿拉伯石油行业的人力资源实践、员工承诺和员工绩效之间具有显著的中介作用

关键词：人力资源实践，员工承诺，员工行为，员工绩效