

The Influence of Human Resource Management Policies and Practices on Motivation, Commitment, and Performance of Employees - A Study Based on Banks in Chennai District.

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ABSTRACT

HRM policies and practices are important to improve the motivation, commitment and performance of the employee especially in the banking industry where customer satisfaction and quality of service is a major concern. The given research focuses on the role of the chosen HRM policies on employee motivation, organizational commitment, and work in the banks of the Chennai district to determine the effect of job status, job security, internal promotion, and individualized reward system. A structured questionnaire was used to gather primary data that were obtained among 262 employees in the clerical, officer and managerial levels in the sampled banks. The research uses descriptive statistics, correlation analysis and regression analysis to determine the relationships between variables. The results indicate that the good HRM practices have great effects on employee motivation and commitment which subsequently impact positively on employee performance. The paper finds that the HRM policy needs to be reinforced to enhance the productivity and quality of services in the banks in Chennai district.

Keywords: Human Resource Management, Job security, Promotion, Rewards, Employee motivation, commitment, performance, Chennai district.

INTRODUCTION

The banking sector plays a central role in the economic development of India by providing financial intermediation, mobilizing savings, extending credit and aiding in the development of industry and commerce. Over the years Indian banks have transformed dramatically owing to the impact of liberalization and advancements in technology, digital banking and factors like regulations. These changes have made competition among banks more fierce and customer expectations for service quality, efficiency and reliability more demanding. In this dynamic environment the performance of banks is largely dependent on the effectiveness and commitment of human resources in the bank.

Chennai district being one of the major metropolitan and financial hubs in India, thousands of public sector banks, private sector banks, foreign banks, and regional rural banks have a major concentration. The district is playing an important role in banking activities associated with trade, industry, information technology, and financial services. Banks in Chennai district are faced with a unique set of challenges including high customer volume, accelerated adoption of digital platforms, higher work load and performance-based accountability. These challenges make effective Human Resource Management (HRM) practices a vital element to ensure employee satisfaction, motivation, and productivity.

Human Resource Management can be defined as the systematic process of managing people in an organization to attain both the individual and the organizational goals. In the banking industry, certain HRM practices such as job status, job security, internal promotion, and reward systems play a great role in determining employee attitudes, behavior, and performance. Employees are the main link between banks and customers and their motivation and dedication directly impact service delivery, customer satisfaction and the reputation of the organization. Therefore, banks have to take HRM policies that foster employee well-being, fairness and career development.

Employee motivation is a very important aspect that determines the amount of effort and enthusiasm that employees show for their job. Motivated employees are more likely to show increased levels of efficiency, creativity and responsibility. In banks, motivated employees can successfully process the needs of customers, cope with changes in the technological environment and help to reach organizational goals. Similarly, employee

commitment is an emotional attachment and loyalty of employees towards their organization. Committed employees have a lower probability of leaving the organization and are more willing to do more than their formal job responsibilities for organizational success.

In the banking sector, the performance of employees is not only determined by their skills and competences but can also be shaped by organizational policies and work environment. HRM practices that provide for job security, as well as open promotion opportunities and fair reward system, foster a positive work climate that enhances performance by employees. In contrast, poor HRM practices can cause dissatisfaction, stress, low motivation and poor performance which in turn can affect the overall efficiency of banks.

Vis-a-vis job security, in Banks-Public & Private sector in Chennai district Job security is a major motivating factor at most in the Public sector banks. However, rising emphasis on performance goals, technological upgrades and competition pressures have changed the expectations of employees. Internal promotion and advancement opportunities within the company have become equally significant in motivating the employees to improve their skills and performance. Additionally, individualized reward systems are coming to the fore with banks taking a performance-based appraisal and reward system.

Despite the significance of HRM practices in the banking industry, there is a dearth of empirical studies, which are directed on its impact on motivation, commitment, and performance of employees in banks located in Chennai district. Most of the existing research has been done on broad national or sectoral considerations leaving a gap in area specific analysis. The understanding of the HRM practices and employee perceptions within a given geographical context is important for the design of effective HR strategies to the local needs and challenges.

In this regard, the present study aims to analyse the effectiveness of certain HRM policies and practices on employee motivation, commitment and performance in banks located at Chennai district. By conducting the study on bank employees and by gathering the data from 262 employees, who work in different job levels, the purpose of this study is to determine the empirical evidence on the relationship of HRM practices towards the behaviour of employees and the outcomes of the organisation. The findings of the study are expected to provide useful insights to bank management, policymakers and researchers towards the improvement of human resource management (HRM) strategies and increase effectiveness of the organizations in the banking sector.

REVIEW OF LITERATURE

The literature review is written under thematic sub-headings to offer a systematic perspective of past research on the issue of Human Resource Management (HRM) practices and its influence on the motivation, commitment, and performance of employees in the banking industry. This thematic methodology contributes to the determination of patterns and relationships as well as the gaps in the research which are applicable in the current study.

Becker & Huselid (1998) looked into how high-performance HRM is associated with organizational performance. According to their research, training, appraisal, and compensation are good HR practices that positively influence the skills of employees and their motivation. They highlighted that employee attitudes and behaviors would enhance the performance of firms through the indirect contribution of HRM practices. The results endorse that HRM plays a strategic role in the service companies. This research paper comes with a sound theoretical foundation of connecting the HRM practice to the performance of an employee.

Delery & Doty (1996) Delery and Doty put to test various theoretical viewpoints of strategic HRM and its effect on organizational performance. They found that well-consistent and aligned practices in the HRM have a positive impact on the outcomes of the employees. The research pointed to the similarity of some HR practices in organizations. It made HRM one of the important factors in the effectiveness of employees. The work is useful in interpreting standardized HR practices within the banking institutions.

Guest (2002) Guest pursued the connection between HRM, well-being of employees and organizational performance. The researcher concluded that positive HRM practices increase employee commitment and job satisfaction. It highlighted the fact that the well-being of employees is an important mediator of HRM practices and performance. This author believed that there should be a harmonious effort between the interests of the

employee and organizational objectives. This paper supports the significance of HRM policies that focus on employees.

Pfeffer (1998) The most prevalent HR practices which lead to organizational success are training, rewards and involvement of the employees. The research focused on the fact that people management practices establish sustainable competitive advantage. It pointed out that HR systems which are based on commitment contribute to better motivation among the employees. The results indicate that proper HRM promotes organizational performance by engaging the employees. This paper justifies the applicability of the HRM practices within high-contact service industries such as banking.

Huselid (1995) compared the effect of HRM practices on turnover, productivity and corporate performance. The researchers have discovered that HRM practices yield great returns to the organization in terms of employee turnover and productivity. It underscored the significance of training systems and performance appraisal. The findings established that HRM practices were strategic to the enhancement to the outcomes of employees. This study gives empirical endorsement of the HRM-performance relationship.

Meyer & Allen (1991) Came up with a three element model of organization commitment that included affective, continuance and normative commitment. Their analysis has pointed out that the practice of HRM has a contributing role to the level of commitment among employees. They have stressed the psychological loyalty of the employees to organizations. The model has been extensively implemented in organizational studies. The model is very applicable in the measurement of commitment among banking employees.

Blau (1964) Proposed the social exchange theory in the explanation of employee-organization relationships. The research proposed that the positive treatment is returned by the employees in terms of positive attitudes and behaviors. The HRM practices have been considered as investments in organizations that contribute to trust and commitment. The strain predicts the effect that HR practices have on motivation and performance. This framework is the basis of the theoretical foundation of the current study.

Iverson & Roy (1994) Iverson and Roy came up with a causal model of the HR practices with behavioral commitment. Their research discovered that employee loyalty is fortified by beneficial HRM practices. They pricked on the contribution of work environment and management support. As the results indicated, one of the determinants of performance is commitment. The research is helpful in the analysis of employee retention among banks.

Ahmad & Schroeder (2003) The study by Ahmad and Schroeder focused on exploring the relationship between HRM practices and the operational performance. Their conclusion showed that training, appraisal and compensating employees make them very efficient. The research highlighted internal consistency that exists between HR practices. It pointed out the contribution of HRM towards the enhancement of service quality. This study is in favor of HRM integration of operations in banks.

Sun, Aryee & Law (2007) The study by Sun et al. investigated the impact of the high-performance HR practices on the performance of organisations in terms of employee attitudes. The research discovered that the HR practices improve organizational citizenship behaviour and commitment. Motivation of employees was a mediating variable. The results supported the indirect role of HRM on the performance. The paper applies in determining behavioral consequences of HRM practices.

Budhwar & Boyne (2004) Budhwar and Boyne contrasted the HRM practices in the organizations of the Indian public and private sector. Their analysis found HRM implementation and employee results differences. They focused on contextual issues affecting HRM performance in India. The results emphasized the transformational aspect of HRM in the Indian banks. The present research has contextual relevance in this study.

Som (2008) Som analyzed progressive HRM practices in India as an economic liberalization process. The researchers discovered that contemporary HR practices have favorable impacts on the performance of employees. It focused on business alignment in terms of HR strategy. The study had placed the role of HRM in competitive advantage. This paper justifies modern HRM in the Indian banks.

Singh (2004) Singh investigated the effect of HR practices on the perceived organizational performance in India. The results demonstrated that there is a significant impact of training and reward systems on employee attitudes.

The article has identified employee perceptions as important pointers of HR effectiveness. It highlighted the use of internal HR systems. This study is very applicable in Indian service organizations.

Chand & Katou (2007) Chand and Katou researched the HRM practices and organizational performance in services. Their results showed that there is a positive correlation between the HRM practices and the employee productivity. This study underlined the mediating effect of attitudinal factors of the employees. It strengthened the role of HRM in the quality of service. This study favors the HRM-performance connections in the banking industry.

Katou & Budhwar (2006) Katou and Budhwar discussed the HRM systems and their impact on the organizational performance. The researchers concluded that HRM practices indirectly affect performance, in their form of employee skills and motivation. It focused on a systemic approach to HRM. The results facilitate the HRM execution strategy. The proposed study enhances the theoretical foundation of the current research.

Locke & Latham (2004) Locke and Latham were concerned with goal-setting and motivation theory. The paper has highlighted the importance of the goal and feedback in enhancing performance in the employees. Motivation has been found out to be one of the major catalysts of work behavior. The study published the importance of the management practice in motivation. This research indicates the motivation performance correlation.

Allen, Shore & Griffeth (2003) Allen et al. investigated employee outcome and perceived organizational support. Their results indicated that the supportive HR practices decrease turnover intentions. Organizational care led to growth in employee commitment. The paper has highlighted the role of HRM in employee retention. This study has an application in commitment by employees of banks.

Eisenberger et al. (1986) Eisenberger, et al coined a series of perceived organizational support. The paper established that employees should react favourably to favorable HR practices. Motivation and commitment are done by the organizational support. The study identified reciprocity in behavior of employees. This research gives a good psychological foundation of HRM practices.

Cropanzano & Mitchell (2005) Cropanzano and Mitchell discussed the social exchange theory in organizations. The research highlighted the shared liability between the employees and the employers. HRM activities were regarded as an exchange mechanism. Good interactions result in an increased commitment and performance. HRM-employee outcome relationships are based on this theory.

Wright et al. (2005) Wright et al. explored the link between HR practices and firm performance. The researchers determined that HR practices have an effect on performance in terms of human capital development. Attitudes of the employees were mediation players. The results supported the strategic position of HRM. The research confirms the effectiveness of HRM on the performance of employees.

RESEARCH METHODOLOGY

Objectives of the Study

1. The aims and objectives of the study are:
2. To investigate the HRM policies and practices adopted by the banks in Chennai district.
3. To examine the association between the HRM practices and employee motivation and commitment.
4. To determine the effects of HRM practices on bank-based employee performance.

HYPOTHESES OF THE STUDY

H1: Human Resource Management practices have a significant impact on employee motivation in banks in Chennai district.

H2: Human Resource Management practices have a significant impact on employee commitment in banks in Chennai district.

H3: Human Resource Management practices have a significant impact on employee performance in banks in Chennai district.

Research Design

The research design embraced in the study is descriptive and analytical. Descriptive research is appropriate to get insights into employee perceptions of HRM practices whereas analytical methods are applied to test the relationships and effects between variables.

Data Collection and sample design.

Out of the districts in the state of Chennai, 262 employees who were working in selected public/ private sector banks were collected to form the primary data. The respondents comprised of clerical personnel, officers as well as managerial employees. The instrument of data collection was a structured questionnaire in terms of a five-point Likert scale. The use of convenience sampling was based on the limitations in accessibility.

Tools for Analysis

The data were analyzed using SPSS software to identify the percentage analysis and mean, standard deviation, correlation analysis, multiple regression analysis, and Cronbach Alpha as statistical tools.

TABLE 1 : PROFILE OF RESPONDENTS

(Banks in Chennai District – N = 262)

Sl. No	Particulars	Category	Number of Respondents	Percentage (%)
1	Gender	Male	158	60.31
		Female	104	39.69
2	Age Group	Below 30 years	48	18.32
		31–40 years	86	32.82
		41–50 years	74	28.24
		Above 50 years	54	20.62
3	Educational Qualification	Graduate	112	42.75
		Postgraduate	128	48.85
		Professional / Others	22	8.40
4	Designation	Clerical Staff	118	45.04
		Officers	96	36.64
		Managerial Staff	48	18.32
5	Nature of Bank	Public Sector Bank	162	61.83
		Private Sector Bank	100	38.17
6	Years of Experience	Below 5 years	46	17.56
		6–10 years	72	27.48
		11–20 years	84	32.06
		Above 20 years	60	22.90

Interpretation: The demographic profile depicts that majority are male and age group of 31-40 years suggesting the staff in these banks operating Chennai district is considerably young and active. Most respondents are graduates or with a postgraduate degree, indicating that the banking work force is well-qualified. The clerical staff represents their largest group, followed by the officers and managers. Most of the respondents work in public sector banks, and have over ten years experience which can be considered to provide reasonable exposure to banking activities HRM practices.

TABLE 2 : Descriptive Statistics of HRM Practices

(Banks in Chennai District – N = 262)

HRM Practices	Mean	Standard Deviation
Training and Development	4.12	0.86
Performance Appraisal	3.98	0.89
Compensation and Benefits	3.76	0.91
Work–Life Balance	3.84	0.88

Interpretation: On the mean score given in table 2 it is evident that employees of the banks working in Chennai district considering training and development practices are highly positive (mean = 4.12) which indicates that enough investment has been made by bank for enhancing skill and capability of the employee. Performance appraisal (Mean = 3.98) and work–life balance (Mean = 3.84) also had high ratings, implying a clear process of appraisal session and reasonable equilibrium between work and personal life. Compensation and benefits had a lower mean score (Mean = 3.76), indicating that a pay structure of an increase in fringe benefit is mainly what was sought by these workers. The results, overall, indicate that HRM practices in banks in Chennai district are moderately/highly effective.

TABLE 3 : Descriptive Statistics of Employee Outcomes

Employee Outcomes	Mean	Standard Deviation
Employee Motivation	3.68	0.83
Employee Commitment	3.74	0.85
Employee Performance	3.81	0.80

Interpretation: The employee engagement metric had the highest mean value (Mean = 3.81) compared to employee dedication and employee engagement with mean scores of 3.74 and 3.68 respectively as presented in the employee engagement metrics. It refers to the banks located in the Chennai district having average employee motivation as well as employee dedication and employee engagement. The encouragement or motivation score is high which supports higher organizational level goal accomplishment by employees and being result or goal oriented.

TABLE 4 : Correlation between HRM Practices and Employee Motivation

HRM Practices	Correlation (r)
Training and Development	0.58**
Performance Appraisal	0.54**
Compensation and Benefits	0.49**
Work–Life Balance	0.56**

Interpretation: The positive correlation between HRM practices and employee motivation is manifest from the correlation coefficients in Table 4. The correlation between training and development is highest with motivation ($r = 0.58$), followed by work–life balance ($r = 0.56$). These findings imply that skill opportunities and collegial work environment are the dominant motivator of bank employees. All correlations are significant at the 1 % level, which implies the importance in term of statistical interpretations.

TABLE 5 : Correlation between HRM Practices and Employee Commitment

HRM Practices	Correlation (r)
Training and Development	0.55**
Performance Appraisal	0.57**
Compensation and Benefits	0.52**
Work–Life Balance	0.59**

Interpretations : Table 5 reveals that all HRM practices have significant and positive relationships with employee commitment. The work–life balance has the highest correlation coefficient ($r = 0.59$) and is followed by performance appraisal ($r = 0.57$). There is an impression that fairness in appraisal systems and a balance of work with personal life will bring higher commitment from employees. These results emphasise the role of supportive HRM policies in employee retention in a bank.

TABLE 6 : Correlation between HRM Practices and Employee Performance

HRM Practices	Correlation (r)
Training and Development	0.61**
Performance Appraisal	0.58**
Compensation and Benefits	0.56**
Work–Life Balance	0.60**

Interpretations:The findings in Table 6 reflect that the relationship between training and development ($r = 0.61$) and work– life balance ($r = 0.60$) is significantly positively related with employee performance. This suggests

employees who are well trained and suffer less from work stress, do better. A significant positive relationship is evidenced for compensation and benefits and performance appraisal as well, indicating that they impact employee performance positively.

TABLE 7: Regression Analysis – Impact of HRM Practices on Employee Performance

HRM Practices	Beta	t-value	Sig.
Training and Development	0.28	3.86	0.000
Performance Appraisal	0.24	3.21	0.002
Compensation and Benefits	0.21	2.94	0.004
Work–Life Balance	0.26	3.58	0.001

Interpretation : The results of regression analysis as shown in Table 7, indicate that all the selected HRM practices are significantly predicting Employee Performance among banks in Chennai district. Training and development was also the most important predictor ($\beta = 0.28$), followed by work–life balance ($\beta = 0.26$). Both performance appraisal ($\beta = 0.24$) and compensation and benefits ($\beta = 0.21$) have a significant effect on performance as well.

This therefore suggests that 43 percent of the deviation in employee performance is accounted for by HRM practices. The F value is statistically significant at the 1% level and indicates that the regression model in general is valid. These findings provide evidence that high-impact HRM practices enhance employee performance among bank employees.

DISCUSSION OF THE STUDY

The present study examined the impact of named mortal Resource Management(HRM) practices — videlicet training and development, performance appraisal, compensation and benefits, and work – life balance — on hand provocation, commitment, and performance in banks operating in Chennai quarter. The discussion of findings is presented in light of the study objects and being literature.

The analysis revealed that training and development has a significant and positive impact on hand provocation and performance. Workers perceive training programmes as essential for perfecting job- related chops, conforming to technological changes, and enhancing confidence in performing banking operations. This finding supports earlier studies by Armstrong(2006) and Becker and Huselid(1998), who emphasized that nonstop literacy openings enhance hand capability and productivity in service associations.

Performance appraisal was SetUp to have a significant influence on hand commitment and performance. Workers who perceive appraisal systems as fair and transparent tend to parade advanced situations of commitment towards their association. This result aligns with the findings of Lawler(1971) and Rao and Abraham(1986), who stressed that effective appraisal systems make trust and motivate workers to perform better.

The study also established that compensation and benefits significantly affect hand provocation and performance, though its influence was comparatively lower than other HRM practices. This suggests that while financial prices remain important, workers in banks in Chennai quarter also valuenon-monetary factors similar as recognition, career growth, and work terrain. This finding is harmonious with Herzberg’s(1966) provocation – hygiene proposition and studies by Pfeffer(1998).

Work – life balance surfaced as one of the strongest predictors of hand commitment and performance. Workers who witness manageable workloads and probative organizational programs tend to remain married and perform efficiently. This finding reflects the adding significance of work – life balance in the banking sector due to extended working hours and performance pressures. The result supports earlier exploration by Iverson and Roy(1994) and contemporary studies in Indian banking surrounds.

Overall, the study confirms that HRM practices inclusively play a significant part in shaping hand provocation, commitment, and performance in banks in Chennai quarter. The results support the argument that hand- centric HRM strategies are critical for sustaining organizational effectiveness in the competitive banking terrain.

MAJOR FINDINGS OF THE STUDY

1. Grounded on the analysis of data collected from 262 bank workers in Chennai quarter, the major findings of the study are epitomized as follows
2. Training and development has a significant positive impact on hand provocation, commitment, and performance in banks.
3. Performance appraisal significantly influences hand commitment and enhances work performance.
4. Compensation and benefits appreciatively affect hand provocation and performance, though their impact is comparatively moderate.
5. Work – life balance has a strong and significant influence on hand commitment and performance.
6. Hand performance situations are advanced when workers perceive HRM practices as fair and probative.
7. Provocation and commitment act as important cerebral issues that contribute to bettered hand performance.
8. Overall HRM practices explain a substantial portion of variation in hand performance in banks operating in Chennai quarter.

CONCLUSION

The study concludes that Human Resource Management practices play a vital part in enhancing hand provocation, commitment, and performance in banks in Chennai quarter. In a service-driven sector like banking, where hand effectiveness and client commerce are critical, effective HRM practices serve as a foundation for organizational success.

The findings punctuate that training and development and work – life balance are the most influential HRM practices affecting hand issues. Performance appraisal and compensation and benefits also contribute significantly to hand performance when enforced transparently and fairly. The study emphasizes that banks must go beyond traditional HR practices and borrow hand-acquainted strategies to address the changing prospects of the pool.

By fastening on nonstop skill development, fair appraisal systems, competitive compensation, and probative work – life balance programs, banks in Chennai quarter can enhance hand satisfaction, reduce development, and ameliorate overall performance. The study contributes to being literature by furnishing region-specific empirical substantiation and offers practical perceptivity for bank operation and policymakers.

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