



Does Commitment Moderate Relationship between Green Human Resource Management Practices and Employee Performance

Original Article

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ABSTRACT:

Human resource is the backbone for success of any organization. Performance of employee depends on performance of HR department. If it hires competent professionals then performance of employees would be better. Forest sector in Pakistan was overlooked, which needs much attention because it is responsible for huge forest areas. Human resource management practices require adequate attention of researchers if Pakistan forest sector want to improve its employee's performance. Aim of this study was to find moderating effect of organizational commitment on HRM practices and employee performance n Pakistani forest sector. Survey approach was used for collecting data through closed ended structured questionnaires from forest department employees in public sector. Total 315 questionnaires were collected back but 303 completed scales were used in the analysis. Smart PLS-SEM 3 software and SPSS 25 were used for statistical analysis. It was found that organizational commitment does act as moderator on R&S and PA only. This means that these variables are the most dominant variables in this model. This study is valuable extension of HRM practices and performance by adding commitment as moderator. This study is the first study, which targeted forest sector as no such studies were conducted on this sample and area before in Pakistan. Thus, this is valuable extension of theory of human resource management practices and employee's commitment.

Keywords: Practices, Commitment, Performance, Forestry employees, Moderation, PLS-SEM.





Introduction

Employee performance is the main issue and problem for all organization now adays in all over the world. Researchers are trying to enhance the performance of employees and trying to use different strategies and techniques to improve the performance and productivity of employees. some researchers used leadership styles, while other used job satisfaction, involvement, turnover etc to make their employees more productive and which will increase their performance. But one point of view the very first step to make the oragnizations as well as employees more productive that is human resource management practices. Because if the employees are hired on basis of merit and those techniques and procedures would be adopted and follwoed which help organizations, and HR departments to hire competent employees than performance will be no issue. Human resource management practices are very common but yet very important in hiring of employees all over the world. So that's why researchers used these five practices as predictors of employees performance. Further, in order to make this process more interesting comittment of employees is very necessary. Performance will be only enhanced when employees are comittmed. So employee comittment is used as moderator in this study. Previous studies used employee comittment as mediator but no such study used it as moderator. So theory of HRM and Theory of employee comittment given by (Meyer & Allen, 1997; Meyer & Herscovitch, 2001; Zaidi, 2022) is used in this study.

There are lot of studies conducted on HRM practices commitment and performance but no such study focus on forest and agriculture engineers. So this area was overlooked and need attention of researchers, academicians and government to look after this departments. Second contribution of this study is commitment was used as mediator but this study has used it as moderator this is second novelty of this paper so theoretical gap is filled. The most important point here to note that almost all researcher in Pakistan used SPSS for statistical analysis this study for very first time used PLS-SEM 3 for statistical analysis this software will fill the methodological gap of the research. All the forest departments in other countries, forest officers, range officers, forest and agriculture engineers can take benfits from findings of this study. Further, academicians, researchers and professors may also take benefits from findings of this study. The significance of this study is not limited to above mentioned but government of Pakistan and policy making forest departments ministry of environment can also take benefits from findings of this study.

In Pakistan, the speed of accepting HRMPs is plodding (Irum, 2022). Forest departments of Pakistan are public sector entity responsible for planning, execution, implementation, and management of natural forests. In Pakistan, researchers mainly focused banking sector, manufacturing sector, telecom sector but forest sector of Pakistan required great attention as no empirical study has been done yet in this domain in forest departments of Pakistan. There is a dire need for a mechanism to develop human resource management practices to escalate the forestry employee performance and commitment in the forest department of Pakistan. The forest sector workforce of Pakistan displays a wide-ranging outlook which divides urban and rural populations and also regional and different demographic differences. With this perspective, more comparative research studies are required to manage a diverse workforce. Since no research study has been conducted in Forest Departments of Pakistan to examine the influence of HRMPs on forestry employees' performance. Thus, a gap in the literature exists. Further, based on thorough literature review; inadequate empirical studies have been established in the field of HRMPs and performance of employees' in developing countries specifically in the forest sector. As mainly studies in this domain were carried out in developed countries. Forest Departments of Pakistan also faces the challenge to address commitment which ultimately affects, performance of forestry employees. Also, employee performance is directly influenced by organizational commitment (Abduraheem, 2016). Employees are considered as a vital asset in any organization. Hence, employees can be more productive and give a competitive edge if the organization invests in the development of the skills of employees (Appelbaum, Roy, & Gilliland, 2011). Previous studies expose that effective implementation of HRMPs positively improves performance of employees (Bilal & Raja, 2011). Also, a research study of (Bisharat, Obeidat, Tarhini, & Mukattash, 2016) states that the complementarity effect of the high-performance HR management system extensively enhances employee performance. Hence, Organizational commitment enhances competitiveness and performance of employees Chabra, 2015). Bowra, Sharif, Saeed, &





Niazi (2012) acknowledged that committed employees' perform superior. (Busari, Mughal, Khan, Rasool, & Kiyani, 2017) and HRMPs contribute to the bottom line of the organization, incorporated and focused strategically to ensure that organizations retain their workforce on long term basis (Danish & Usman, 2010). Research studies have made substantial efforts to link sets of HR practices to business results through high performance (Demo, Neiva, Nunes, Rozzett, (2012). So, in the light of above, our article adopted four HRM practices which is most consistent with the prior empirical work in the field and as adopted by (Dixit, & Bhati, 2012).

Literature Review

Human Resource Management Practices

The influence of HRM in producing organizational performance is well honored amongst in the organizations in all domains (Guest & Convoy, 2011). HRMPs are important for firms to take practical measures to retain, enhance the commitment and efficiency of employees. Implementation of successful HR practices leads to improved level of both organizational and individual performance (Folorunso, Adewale, & Abodunde, 2014). Similarly, Hafiz, (2017) HR practices leads to retain and motivate the employees in order to enhance performance. And (Hassan, 2016) indicated that high performance HRMPs are positively related to behaviors and attitudes of employees which effect the organizational commitment. Successful organizations are becoming increasingly aware of numerous factors (Allen & Meyer, 1990). Hence, numerous HRMPs have been recognized by different researchers that have a significant influence and various researchers confirmed that HR practices have an important and positive connection with the performance of employees' (Idowu, 2017). In Pakistan as no work has been done yet in forest sector (Jouda, Ahmad, & Dahleez, 2016) indicated different HRMPs apply in different firms. This study assumed four HRM practices as adopted by (Kanu, 2015) in their empirical study.

Recruitment, Selection and Employee Performance

Karia, Omari, Mwanaongoro, & Ondieki, (2016) hiring right person is first duty of HR department results in enhance performance of organizations. Recruitment and selection is one of the most critical activities of HRM which is essential for the success of any organization as it affects the efficient performance of employees and also affects performance of an organization (Khalid, Rehman & Ilyas, 2014). For every successful organization recruitment and selection process is essential because the right staffs sustain and enhances the performance of an organization. Also, results of a study conducted by (Matolo, Iravo, & Waititu, 2019) found that the interaction between recruitment practices and performance management practices has a positive effect on non-financial performance and eventually the financial performance of the organization. Therefore, (McCloy, Campbell, & Cudeck, 1994) suggests finding high-quality workers an effective and active recruitment policy should be implemented to attract sufficient candidates. Recruitment and selection process allows an organization to build a skilled and the competent workforce to improve the employees' performance. A research study of Mellam, Rao, & Mellam (2015) has shown that investment in HRM practices aimed to recruit, developing, and motivating the organization's employees and can generate valued and scarce human assets. Also, (Karia *et al.* 2016) reported that detailed job information during the recruitment and selection process leads to outcomes like job satisfaction, lesser turnover, and higher job performance. Recruitment and selection have become an essential part of HRM of every organization and the competitive atmosphere especially for organizations in the public sector the policies of HRM are connected with overall job performance. A research study conducted by (Khalid *et al.* 2014) reported positive and significant connection (Matolo *et al.* 2019).

Performance and Training Development

Management practices used by organizations are key to operational success and vice versa (Millar & Stevens, 2012). According to (Nassar, 2018) training and development add values to skills of employees and increase their satisfaction from job and results in motivation commitment and better performance. The training aims at modifying the skills or attitudes of individuals (Nor, 2018). Organizations can increase employee's knowledge, skills, and





abilities through training as well as by recruitment and selection of highly skilled job applicants. Hence, Pavlov, Mura, Franco-Santos, & Bourne (2017) noted that initial attainment of knowledge and skills of employees may be affected by recruitment and selection policies, whereas training policies may continue to give employees firm-specific knowledge and expertise in the performance of assigned tasks. The effectiveness of the organizational HR training program is not only determined by the quality of the training program, but also how complementary the training program's other areas of human resource management are. Riaz, Ayaz, Wain, & Sajid (2012) indicated that the HR system concentrates on improving the training, expertise, and knowledge of employees and stimulating motivation and providing discretion. Training improves the capacity of employees that are involved in improving overall performance of an organization (Sabwami, 2015). Empirical evidence of the impact of training and development on firm productivity and mutual benefit for both employees and employer has been identified by previous academics (Sarker, 2017).

Compensation, Rewards, Incentives and Employee Performance

The maintenance and implementation of an effective compensation system is vital for an organization. Therefore, the connection between the performance of employees and effective system of compensation leads to the performance of an entire organization. (Seng *et al.* 2018) identified compensation and reward system as vital HR practices which efficiently contribute to individual and organizational results. Hence, to encourage the employees to perform more effectively, therefore, employees should be offered rewards and incentives by the organization. According to Tahir, Yousafzai, Jan, & Hashim (2014) the more incentives the better the performance of an organization and its employees. Also, a study done by (Yeh & Hong, 2012) finding suggests that motivation is influenced by both financial and non-financial incentives of staff in North Viet Nam. Additionally, in any country to meet employee needs reward and wage system considered as legal standards (Zamin Abbas, Ashraf, Alam, & Rafay, 2011). Thus, Zia-ur-Rehman, Faisal, & Khan (2015) reported reward management system has been a significantly positive effect on employee performance. HR policies can provide strategies and guidelines for an organization compensation policy to get improve job performance. (Irum, 2022) suggests that an organization can perform well than others if the strategy of their business and compensation system is superior. Also, the findings of (Idowu, 2017) indicated that fair and appropriate compensation has a significant impact on employee job performance in Nigerian federal teaching hospitals. And the author also proposed that management board coordinates its compensation plans with the employee job performance in order to improve the work attitude of its staff.

Performance Appraisal and Employee Performance

An important tool for measuring the frameworks which is set by the organization to its workforce. Performance evaluation is a formalized process in which the management of an organization observes the output and efficiency of employees and takes measures to boost employee productivity and efficiency (Appelbaum *et al.* 2011). Performance appraisal ought to be conducted periodically to assess an individual's performance. Moreover, research on performance management shows that a substantial number of employees tend to want to perform their jobs effectively to meet their individual goals along with the demonstration of devotion towards the organization (Bilal & Raja, 2011). Hence, organizations evaluate the performance of their employees in order to improve their output and effectiveness. Therefore, the goal of performance appraisal is to get the maximum use of abilities, attitudes, and skills of each employee (Bowra *et al.* 2012). Previous studies suggested that performance appraisal also effects on organizational outcomes. Performance appraisal providing the opportunity to the organization to increase the productivity of employees through appraises their staff (Danish & Usman, 2010). The system of performance appraisal may be used to increase the motivation of employees while focusing on performance appraisal as a tool of motivation (Guest & Convy 2011). In addition, the findings of the study (Nadeem, 2022; Shah, 2022) indicate significantly positive results when the organization uses performance evaluation as a motivating tool. Further, the findings of the study state that specific aspects of performance appraisal system that help enhance motivation including a link the performance to rewards, use the performance appraisal system to help





in setting standards and goals, in addition to using performance appraisal to find strength and weaknesses of the employees. Similarly, various earlier studies examined the effect of performance appraisal on organizational and employee performance. Findings of the research study of (Bisharat *et al.* 2016) showed that performance appraisal including with other HR practices was significantly associated with performance. However, HRM practitioners noticed that this relationship is underpinned by different intermediate. Particularly, an organizational commitment which is a job-related attitude that attracted the minds of HRM scholars because of its impact on the performance of employees and the organization. Employees with higher organizational commitment are an organization's valuable assets and they confirm the improved organizational performance as a committed workforce which increases productivity (Malik *et al.* 2022). Wide-Ranging literature discovers how HR practices influence on making effective organizational commitment (Flurunso *et al.* 2014). Findings of the study (Hafiz, 2017) suggest ways to use HRM practices to shape the overall commitment of employees. When employees give worth to their organization and feel anxious to perform efficiently than an improved employee attitude and performance can give advantage to the entire organization. Hassan (2016) viewed employee attitudes i.e. organizational commitment, job satisfaction and morality as the output on the efforts by HR practices and also suggested that key goal of HR practices is to improve the level or organizational commitment of employees. And (Irum, 2022) developed a model for HRM system to benefit the company by promoting the attitude of the employee. According to (Irum, 2022) HR practices have been seen as effective tools to promote organizational commitment. Therefore, (Meyer, Allen & Smith, 1993) analyze HRMPs and its relationship with employees commitment. The HRM practices included namely hiring and selection, performance evaluation, career management, learning and development, grievance handling and they concluded that HRM practices related with performance. The results indicated that all HRM practices are positively associated with affective commitment and only communication affected continuance commitment. And HRM practices influence the organizational commitment of employees' and for affective commitment, the effect is particularly strong. A study of Meyer, Paunonen, Gellatly, Goffin, & Jackson (1989) reported same results. Compensation practices deliver a direct economical boost to an individual while in case of promotion and performance evaluation practices individuals are not much benefited economically. A study of (Busari *et al.* 2017) also conducted study on same variables.

Employee Performance

Employee performance is supposed to complete the task according to the requirements set by an organization and it is verified on pre-described acceptable standards while using the resources effectively in a changing environment. Employee performance is usually evaluated in terms of outcomes. (Riaz *et al.* 2012) defined employee performance as perception of tasks, ability, and effort's results. And according to (Sabwami, 2015) employee performance has three determinants owing to which an employee performs well than others and these factors are declarative knowledge, procedural knowledge, and motivation. And (Milalr & Stevens, 2012) states that performance is regarded as productivity which demonstrates in terms of quality, quantity and contribution and high levels of productivity have a positive impact on performance of organization. It is generally believed that HRM practices wherever practiced it affects the performance of an organization. Human resource management moves from evolution to revolution in order to obtain economic viability and eventually to get competitive advantage (Malik *et al.* 2022). Residents of developing countries need strong support for greater productivity in business. They should strip themselves of lethargic habits and embrace productive practices depending on life-long learning and skills (Tahir *et al.* 2014).

Organizational Commitment

Commitment is mental process between employees' and organization and have implications for decision to remain a member in the organization which can forecast employees' participation, turnover, and absence and have significant effect on the competitive advantage of the organization (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). According to (Meyer & Smith, 2000) organizational commitment described by attitudes of employees'. Attitudes reflect sentiments such as attachment, allegiance, and identification to an organization. And (Meyer *et al.*,



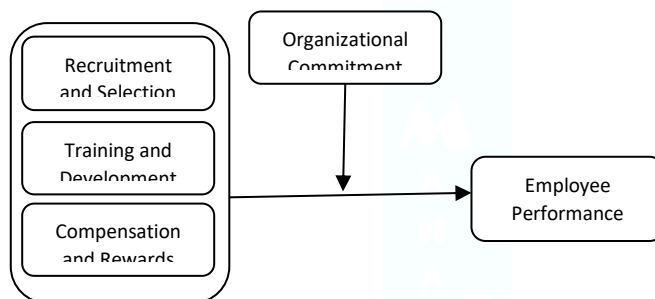
1993) states that committed employees’ conduct and behavior is at the heart of HRM and is an important feature which distinguishes modern human resource management from traditional personnel management. (Nassar, 2018) identified and developed commitment. In this scenario employee has developed a powerful connection with the organization. Employee emotional attachments improve organizational honesty, recognize, and obey the organizational responsibilities and efficiently achieve organizational objectives. Thus, individual goals and goals of the organization should be congruent (Chabra, 2015). And (Allen & Meyer, 1990) stated that affective commitment is regarded as a person’s emotional attachment to the organization and its norms and values (Abduraheem 2016). In wider range continuance commitment is regarded as the asset and investment of an employee. Therefore, described continuance commitment as investment by an employee in form of effort, time, money, and it is taken as cost if he leaves the organization. Continuance commitment derives from the apparent cost of abandoning, including the failure of required investment and few options to employment. (Zaidi, 2022). Explain employees with continuance commitment stay committed to beneficial incentives like salary and pension advantages and do not essentially connect with the goals and objectives of the organization. But this commitment is generally weakest particularly when sufficient alternative options are obtainable to offer parallel extrinsic benefits (Shah, 2022) lastly, (Demo *et al.* 2012) defined normative commitment as a feeling of duty to be with the current organization. Early training and socialization of employee’s results in normative commitment (Dixit & Bhati, 2012) in the real normative commitment employees do not want to quit the organization. Individual has the feeling of being part of the organization. In the other words it means that employees are staying with an organization because that is right thing to do, and it is ethically correct to stay there despite any absence of fulfillment (Ullah, Ahmad & Shabbir, 2022). It was observed that normative commitment is greatly interrelated with affective commitment (Ullah *et al.* 2022). Summarizing the above discussion, HRM practices have been argued to influence employee performance positively and finds HRM practices significantly affects the organization affect employee performance significantly. And the affects of organizational commitment as an independent variable and moderating variable have been ascertained from the literature cited above. Thus, the study hypothesizes as under:

H₁: *There is direct connection between human resource practices (R&S, T&D, PA, C&R) organizational Commitment (Affective, normative, Continuance) and Performance.*

H₂: *There is significant Moderating Effect of Organizational Commitment upon HRM practices (R&S, T&D, PA, and C&R) and performance.*

Figure 1

Theoretical Framework



Method

Pakistan is a sub-tropical country, with 5.1% of area under forest/tree cover. The provinces and other administrative areas have different forest cover, such as Khyber Pakhtunkhwa has a forest/tree cover on 20.3%, the Punjab on 2.7%, Sindh on 4.6%, Baluchistan on 1.4%, Gilgit-Baltistan on 4.8%, Azad Jammu & Kashmir (AJK) on 36.9%, FATA/ FRS /ISB 29.3% respectively (Mongaby, 2000).

Sample and Procedure

There are six forest departments and two forest and agriculture universities in Pakistan. Forest departments from two provinces i.e., Punjab & AJK were selected for this study due to time and resource constraints. These Forest Department were selected for current study since AJK forest department contained the largest forest cover in Pakistan while Punjab Forest Department lies among the provinces with the lowest forest covers on the other hand. There are ten forest circles in Punjab Pakistan in and four forest circles in AJK (Appendix III). Two forest circles each from Punjab and AJK namely Rawalpindi Forest Circle (North), Rawalpindi Forest Circle (South) and Muzaffarabad Forest circle, Neelum forest circles respectively are selected by using Random Sampling method. All fifteen-forest divisions are included in this study from above mentioned territorial forests circles of Punjab and AJK. The research has been narrowed down by taking sample of population by using (Krejcie & Morgan, 1970); according to (Krejcie & Morgan, 1970), sample size of 313 should be selected against total population of 1700. As our population is 1733, which is little greater than 1700, that is why we have taken sample of 315 forest employees'. Therefore, sample of 315 was taken from total population. Sample distribution was done on equal basis i.e., 21 questionnaires were distributed to all fifteen-forest divisions (21*15=315). Accordingly, 315 questionnaires were sent out of which 12 questionnaires were incomplete which were not used in data analysis. Therefore, response rate was 100 percent, which included those 303 questionnaires that were filled correctly.

Measures

The data was collected by administering structured questionnaires all the questionnaires were adopted from different articles already validated these questionnaires (Malik *et al.* 2022). HRM practices scales was having 22 items, commitment questionnaires were adopted from (Zaidi, 2022) having 18 items, and employee performance questionnaire was adopted from (Baloch, 2022).

Table 1

Demographic Characteristics of Respondents

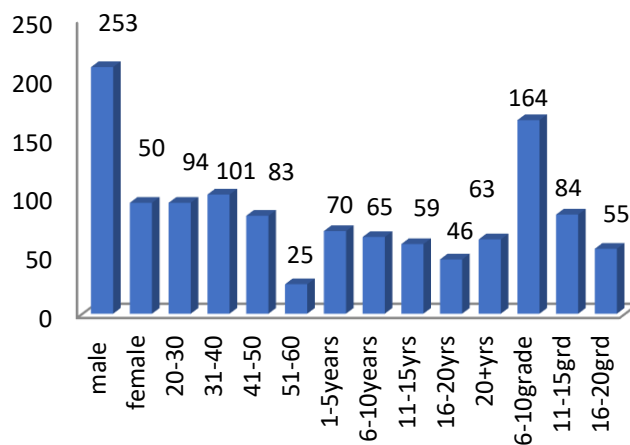
Variable	Characteristics	n	%age
Gender	Male	253	83.4
	Female	50	16.50
Age	20-30	94	31.0
	31-40	101	33.3
	41-50	83	27.4
	51-60	25	8.3
Experience	1-5	70	23.1
	6-10	65	21.5
	11-15	59	19.5
	16-20	46	15.2
	21 above	63	20.8
Grades	6-10	164	54.1
	11-15	84	27.7
	16-20	55	18.2

Findings

SPSS version 25 was used for data analysis and Smart PLS-SEM 3.2.8 software was used for modeling. There are six items for R&S, six for T&D, five for PA and five for C&R. ten items for employee performance and 24 items for organizational commitment. It is noted that two items were deleted from T&D, two from performance appraisal and two from compensation and rewards. From performance three items were deleted. And from organizational commitment 16 items were deleted 8 for affective commitment and 8 for continuance commitment. All these items were deleted from analysis because of low factor loadings i.e., <0.5. Only normative commitment was found valid for this analysis. From the above Table 1 it is clear that there are 303 respondents participated in this study. Out of 303, 253 were males i.e., 83.4% and 50 were females i.e., 16.5%. Further analysis of results revealed that majority of respondents belong to age group 31-40 years i.e., 101 (33.3%) while followed by age group 20-30 years i.e., 94 (31.0%) and minimum number of respondents belong to 51-60 years of age i.e., 25 (8.3%). Likewise, most of respondents having experience of 1-5 years i.e., 70 (23.1%) while minimum number of respondents were having experience of 16-20 years i.e., 46 (15.2%). Moreover, most of respondents belong to lower staff i.e., grade 6-10 i.e., 164 (54.1%) while minimum number of staff belong to grades 16-20, i.e., 55 (18.2%).

Figure 2

Graph Demographics



Interpretation of Measurement Model

In PLS-SEM both formative and reflective models were evaluated. Only performance has formative model remaining all variables are reflective. There is different standard for evaluating the formative and reflective models this standard was given by (Hair et al. 2017) For formative models we have used discriminant validity while for reflective measurement models we have used outer loadings.

Reflective Models and Interpretation

For reflective measurement models we have used outer loadings see Table 2. For recruitment and selection, training and development, performance appraisal, compensation and rewards, and organizational commitment we have used outer loadings. For reflective models it is essential that all the items must be correlated significantly and highly. It is noted that all the variables fulfill this standard. i.e., for C&R loadings range between 0.764-0.962, for T&D 0.731-0.977, for PA 0.657-0.985, for R&S 0.623-0.992, all the loadings are greater than 0.5 and significant table 2. Further analysis of results revealed that reliability of all reflective models is evaluated by Cronbach alpha, Rho_A, Composite reliability and Average variance extracted. Cronbach alpha for all variables is higher than 0.7 i.e., for

compensation and rewards 0.854, for organizational commitment 0.948, for performance 0.863, performance appraisal 0.879, for recruitment and selection it is 0.883 for training and development 0.923. Composite reliability for all variables is greater than 0.7 and AVE value for all variables is higher than 0.5 See Table 3, suggested by (Hair *et al.*, 2017). Figures 5,6,7,8 shows graph of Cronbach alpha, Rho_A, Composite reliability, and AVE.

Figure 3

T-Statistics of Model

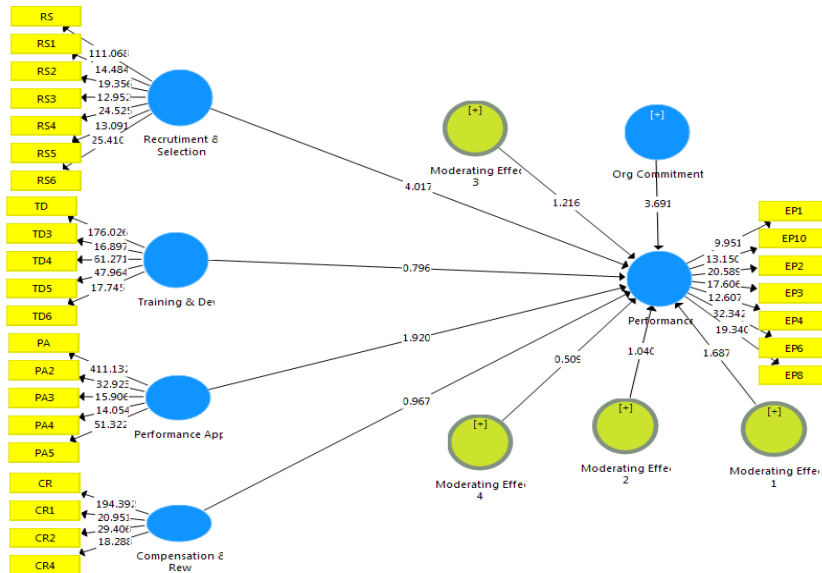


Figure 4

Beta Values

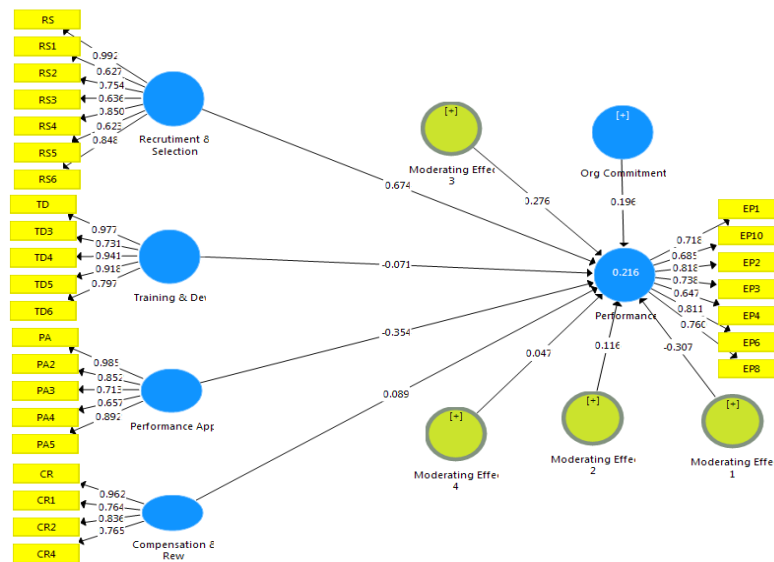




Table 2

Outer Loadings

	Compensation & Rew.	Org Commitment	Performance	Performance App	Recruitment & Selection	Trainin g & Dev
CR	0.962					
CR1	0.764					
CR2	0.836					
CR4	0.765					
EP1			0.718			
EP10			0.685			
EP2			0.818			
EP3			0.738			
EP4			0.647			
EP6			0.811			
EP8			0.760			
NC		0.999				
NC1		0.882				
NC2		0.919				
NC3		0.724				
NC4		0.803				
NC5		0.658				
NC6		0.794				
NC7		0.871				
NC8		0.915				
PA				0.985		
PA2				0.852		
PA3				0.713		
PA4				0.657		
PA5				0.892		
RS					0.992	
RS1					0.627	
RS2					0.754	
RS3					0.636	
RS4					0.850	
RS5					0.623	
RS6					0.848	
TD						0.977
TD3						0.731
TD4						0.941
TD5						0.918
TD6						0.797



Table 3

Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	(AVE)
Compensation & Rewards	0.854	0.993	0.902	0.698
Org Commitment	0.948	0.955	0.957	0.717
Performance	0.863	0.870	0.895	0.550
Performance App	0.879	0.945	0.915	0.686
Recruitment & Selection	0.883	0.922	0.910	0.597
Training & Dev	0.923	0.933	0.943	0.770

Table 4

Fornell-Larcker Criterion for Discriminant Validity

	Compensation & Rew	Org Commitment	Performance	Performance App	Recruitment & Selection	Training & Dev
Compensation & Rew	0.836					
Org Commitment	0.127	0.847				
Performance	0.300	0.229	0.742			
Performance App	0.869	0.072	0.315	0.828		
Recruitment & Selection	0.823	0.101	0.375	0.940	0.773	
Training & Dev	0.709	0.075	0.257	0.796	0.798	0.878

Table 5

Items Wise t-Statistics

	T Statistics (O/STDEV)	P Values
CR <- Compensation & Rew	194.392	0.000
CR1 <- Compensation & Rew	20.951	0.000
CR2 <- Compensation & Rew	29.406	0.000
CR4 <- Compensation & Rew	18.288	0.000
Compensation & Rew * Org Commitment <- Moderating Effect 4	17.660	0.000
EP1 <- Performance	9.951	0.000
EP10 <- Performance	13.150	0.000
EP2 <- Performance	20.589	0.000
EP3 <- Performance	17.606	0.000
EP4 <- Performance	12.607	0.000
EP6 <- Performance	32.342	0.000
EP8 <- Performance	19.340	0.000
NC <- Org Commitment	114.286	0.000
NC1 <- Org Commitment	27.421	0.000
NC2 <- Org Commitment	31.543	0.000
NC3 <- Org Commitment	18.329	0.000
NC4 <- Org Commitment	27.217	0.000
NC5 <- Org Commitment	13.397	0.000

NC6 <- Org Commitment	25.997	0.000
NC7 <- Org Commitment	26.388	0.000
NC8 <- Org Commitment	30.422	0.000
PA <- Performance App	411.132	0.000
PA2 <- Performance App	32.923	0.000
PA3 <- Performance App	15.906	0.000
PA4 <- Performance App	14.054	0.000
PA5 <- Performance App	51.322	0.000
Performance App * Org Commitment <- Moderating Effect 3	16.809	0.000
RS <- Recruitment & Selection	111.068	0.000
RS1 <- Recruitment & Selection	14.484	0.000
RS2 <- Recruitment & Selection	19.356	0.000
RS3 <- Recruitment & Selection	12.952	0.000
RS4 <- Recruitment & Selection	24.525	0.000
RS5 <- Recruitment & Selection	13.091	0.000
RS6 <- Recruitment & Selection	25.410	0.000
Recruitment & Selection * Org Commitment <- Moderating Effect 1	15.769	0.000
TD <- Training & Dev	176.026	0.000
TD3 <- Training & Dev	16.897	0.000
TD4 <- Training & Dev	61.271	0.000
TD5 <- Training & Dev	47.964	0.000
TD6 <- Training & Dev	17.745	0.000
Training & Dev * Org Commitment <- Moderating Effect 2	13.528	0.000

For formative models Fornell-Larcker criteria was used. It can be seen in Table 4, that bold values are square root of AVE values from Table 3. These values are higher than their correlation values see Table 4. Thus, discriminant validity is established.

Figure 5

Graph of Reliability Cronbach alpha

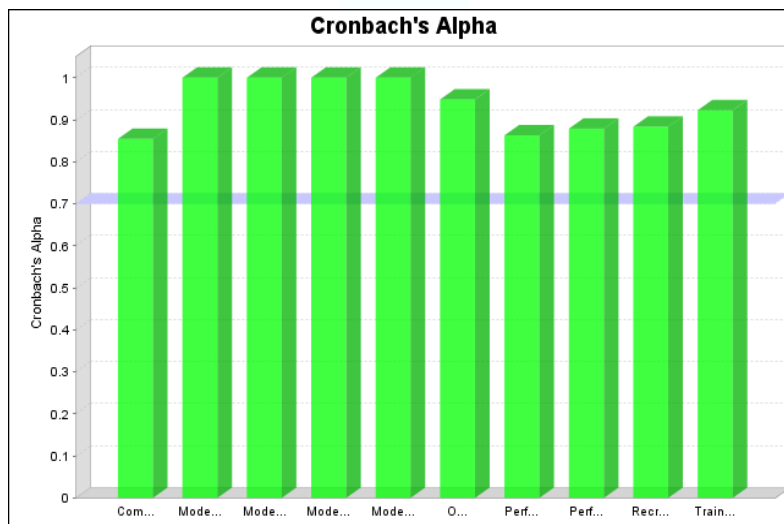


Figure 6

Graph Rho

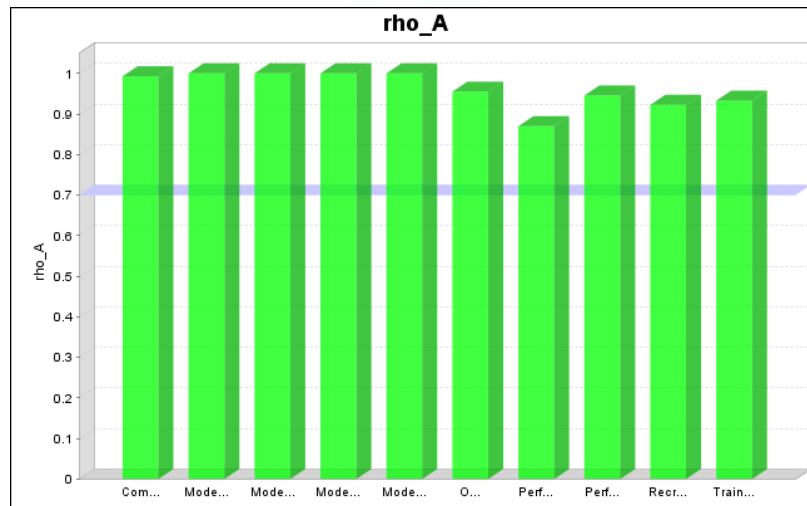


Figure 7

Graph Composite reliability

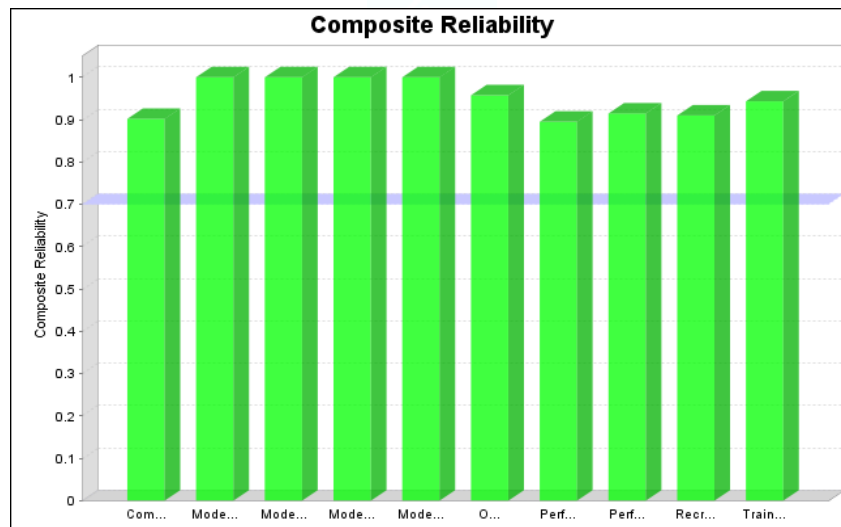
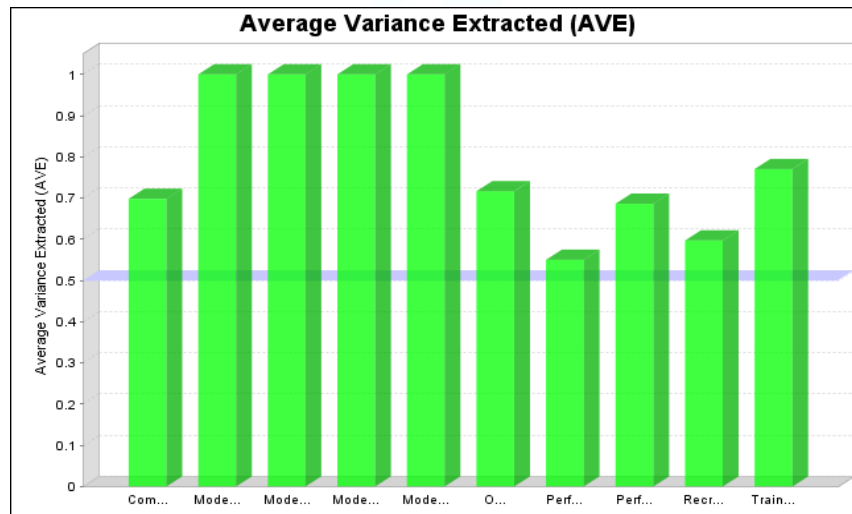


Figure 8

Graph AVE



In Table 5, t statistics of all the items are presented. According to Hair et al., (2017) T-Statistics for each item must be above 1.66, 1.96 or 2.58. In above Table 5 all the t statistics for all items of recruitment and selection range between 12.952-111.068, for training and development it is 16.897-176.026, for performance appraisal it is 14.054-411.132, for compensation and rewards it is 18.288-194.392. For organizational commitment it is 13.397-114.286. For performance it is 9.951-32.342. So, it means all items are significant.

Table 6

T-Statistics Moderating Effects/Hypotheses Testing

	T Statistics (O/STDEV)	P Values
Compensation & Rew -> Performance	0.967	0.334
Moderating Effect 1 -> Performance	1.687	0.092
Moderating Effect 2 -> Performance	1.040	0.299
Moderating Effect 3 -> Performance	1.216	0.224
Moderating Effect 4 -> Performance	0.509	0.611
Org Commitment -> Performance	3.691	0.000
Performance App -> Performance	1.920	0.055
Recruitment & Selection -> Performance	4.017	0.000
Training & Dev -> Performance	0.796	0.426

In order to test hypotheses t statistics in Figure 1 and Table 6 are presented. As mentioned above criteria for t statistics is 1.6, 1.96, and 2.58. It is noted that t statistics of organizational commitment upon performance is $t=3.691$, $p<0.01$, further t-statistics for performance appraisal upon performance is $t=1.920$, $p=0.05$, t value for recruitment and selection is $t=4.017$, $p<0.01$. It means that organizational commitment, performance appraisal and recruitment and selection have significant effect upon performance of employees.

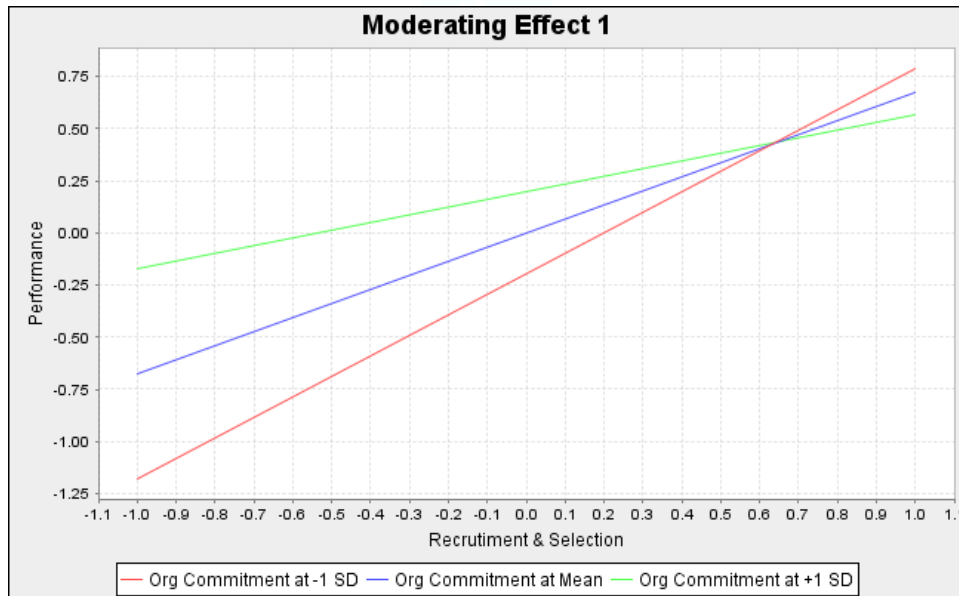
Analysis of Structural Models

Structural model and its values are given in Figure 4. Also, value of R² can also be assessed in Figure 4. It is noted that R&S, T&D, PA, C&R and Organizational Commitment shows variance upon performance R²= 0.216, it means

that all these variables show 21.6% variance upon performance. Further analysis of results revealed that recruitment and selection show $\beta=0.674$, $p<0.05$ is positive and significant, while Training & Development $\beta= -0.071$, $p>0.05$ is negative and not significant. While performance appraisal $\beta=-0.354$, $p<0.05$ is negative and significant, while compensation and rewards $\beta =0.089$, $p>0.05$ is not significant. Likewise, it can be seen in Figure 3 that moderating effect of recruitment and selection and organizational commitment is found significant i.e., interaction term1 $\beta =-0.307$, $p<0.05$, while moderating effect 2 $\beta=0.116$, $p<0.01$, moderating effect 3 $\beta=0.276$, $p<0.05$ while moderating effect 4 is $\beta=0.047$, $p>0.05$ is not significant.

Figure 9

Moderating Effect of OC on R&S and Performance



In order to understand moderating effects in depth moderation plots have been drawn. It can be seen in above Figure 9 moderating effect of organizational commitment and recruitment and selection upon performance is presented one standard above mean, at mean and one standard deviation below the mean. It is also noted that this effect is positive and significant, complete moderation has occurred i.e., normative commitment does act as moderator on R&S and Performance on standard deviation above mean. Normative commitment is divided into three stages low, moderate and high green color line is high normative commitment has deeper and high effect on blue i.e., moderate NC and red low NC. So, it means that high level of normative commitment does act as moderator during recruitment and selection which will increase performance of employees.

Moderating effect 2 was checked between training and development and performance. It is noted that normative commitment has negative effect upon T&D and performance. Also, these lines i.e., green, blue and red does not interact with each other one standard deviation above the mean. But it seems they are going to interact one standard below the mean Figure 10.

Figure 10

Moderating Effect of OC on T&D and Performance

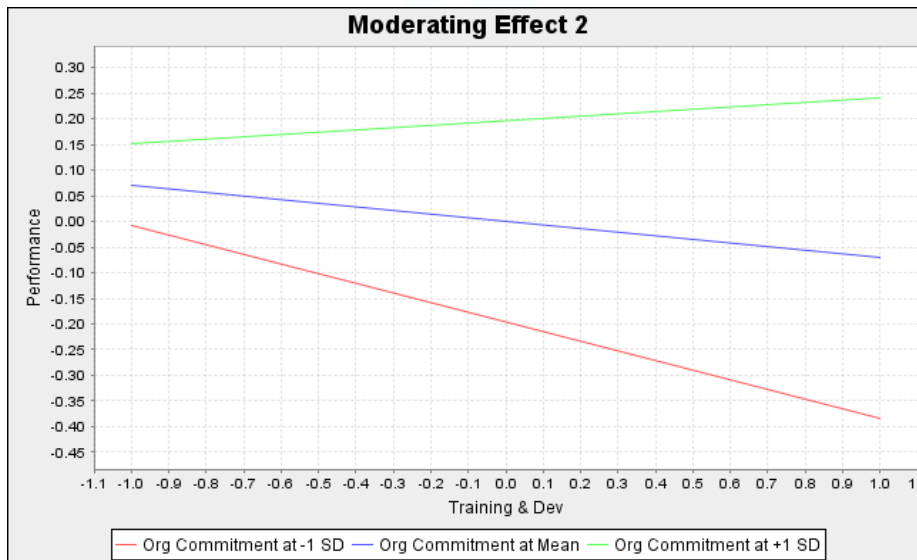
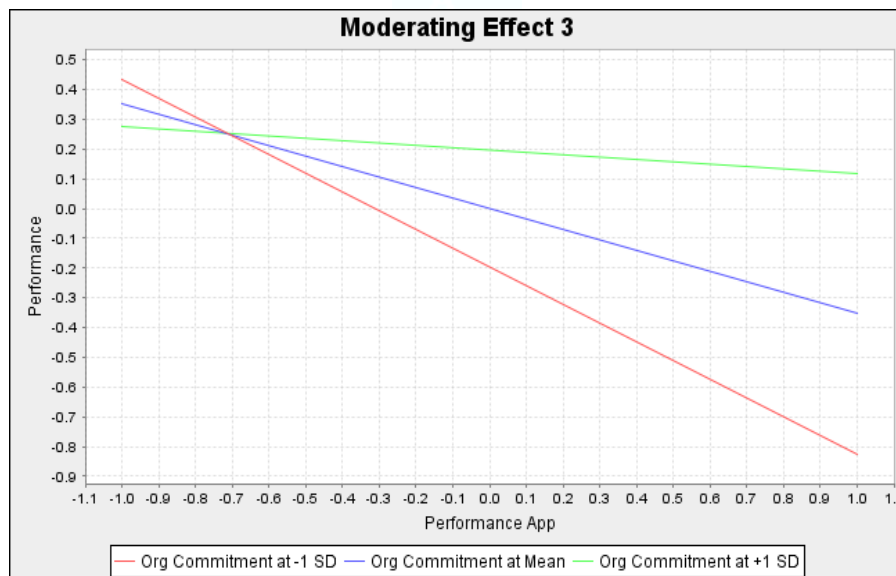


Figure 11

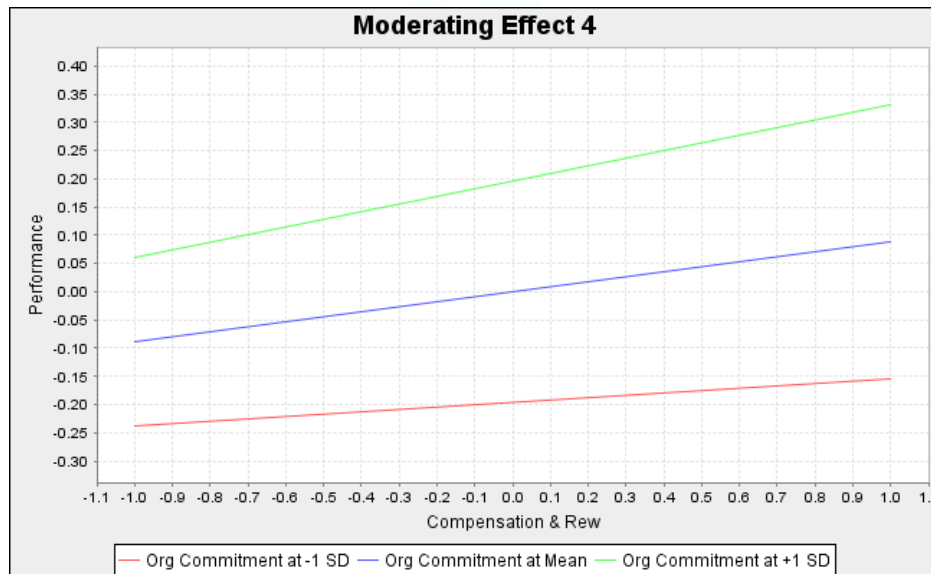
Moderating of OC on Performance appraisal and Performance.



In third moderating effect between performance appraisal and performance of employee’s normative commitment does acts as full moderator between PA and Performance. The relationship is negative but significant. But low level of normative commitment i.e., red line has dominant effect upon moderate and high NC. They interact at one standard deviation below the mean.

Figure 12

Moderating Effect of OC upon C&R and Performance



Moderating effect 4 is not significant all three lines are approximately parallel and there is no moderating effect of normative commitment upon compensation, rewards, and performance.

Table 7

Goodness of Fit index

Constructs	AVE	R ²
Compensation & Review	0.698	
Org Commitment	0.717	
Performance	0.550	0.216
Performance App	0.686	
Recruitment & Selection	0.597	
Training & Dev	0.770	
Average of AVE	0.6696	
AVE*R²	0.6696*0.216=0.1446	
√AVE*R²	0.380	

Smart PLS 3 does not give us GoF (goodness of Fit) so we have to calculate it manually. If value of GoF = 0.1 it is small, if GoF = 0.25 is moderate, GoF = 0.36 it is large. In above Table 7 GoF is 0.380 it means that it has large effect, so it means that analysis of measurement and structural models are validated and fit, also our proposed model is significant.

Discussion and Conclusion

Human resource management practices also called HRMPs are very important while hiring process. HR department of every organization is responsible for success and failure of any organizations. If right person at right place is not inducted then it will affect performance of employees as well as performance of organizations. So, it is very essential for HR department to hire the correct person for their organization. For this reason, organizational



commitment was added as moderator in order to strengthen the relationship between HRMPs and employee performance. Two hypotheses were developed first hypotheses was to check the relationship between all variables and second hypotheses was to check the moderating effect of organizational Commitment i.e., OC upon HRMPs and employee performance i.e., EP. It is found that Recruitment and selection i.e., R&S has positive and significant relationship with employee performance i.e., EP. These results agree with the studies of (Baloch, 2022). Likewise, relationship between training and development T&D has negative relationship with EP. These results are in line with previous studies of (Irum, 2022) moreover relationship between Performance appraisal and EP is found significant these results are consistent with previous results of (Irum, 2022), another study also indicated the same results (Nadeem, 2022) And relationship between C&R and EP is found positive but not significant these results are not in agreement with previous studies of (Malik *et al.* 2022). So, on basis of above discussion hypotheses 1 is partially accepted. Another hypothesis was developed to check the moderating effect of normative commitment on HRM practices and performance. It was found that only normative commitment does act as moderator on recruitment and selection and performance appraisal. For training and development and compensation and rewards it does not act as moderator. So, it is concluded that in Pakistan's forest perspective only normative commitment is active and valid for this model. And it only works during recruitment and selection process and performance appraisal process. These two are important stages it means that during these two stages normative commitment can be used to increase the performance of employees in forestry department of Pakistan.

Implications for Managers

This study has implication for managers, theory, and as well as for practitioners. Those managers which are involved in administration of departments, management of organizations, those managers who are involved in hiring and inducting new employees can take benefits from the findings of this study. Also, those practitioners can raise awareness of these models during seminars, workshops, conferences and increase the awareness during hiring process of forest employees. Also, this study has successfully added the moderator i.e., normative commitment in the theory of human resource management practices and employees' performance. This study has added literature to body of knowledge for HRM, performance and normative commitment.

Limitations and Future Directions

This study has used single method of data collection and analysis from small sample size. Also, this study is quantitative in nature. Third this study has used sample from the one sector i.e., forest so all these are limitations of study. Future researchers can use big sample size and also it is recommended that mix methods research i.e., quanti plus quali study may be conducted to strengthen the results. More moderators and mediators can be used in the model like cognitive style (Busari, *et al.* 2017).

Conflict of Interest

Authors declares that there is no conflict of interest.

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