



International Journal of Sociology and Social Policy

Mediating role of organizational commitment in the relationship between human resource management practices and employee engagement: Does black box stage exist?

Alima Aktar, Faizuniah Pangil,

Article information:

To cite this document:

Alima Aktar, Faizuniah Pangil, "Mediating role of organizational commitment in the relationship between human resource management practices and employee engagement: Does black box stage exist?", International Journal of Sociology and Social Policy, <https://doi.org/10.1108/IJSSP-08-2017-0097>

Permanent link to this document:

<https://doi.org/10.1108/IJSSP-08-2017-0097>

Downloaded on: 14 May 2018, At: 03:58 (PT)

References: this document contains references to 0 other documents.

To copy this document: permissions@emeraldinsight.com

The fulltext of this document has been downloaded 2 times since 2018*

Access to this document was granted through an Emerald subscription provided by emerald-srm:178665 []

For Authors

If you would like to write for this, or any other Emerald publication, then please use our Emerald for Authors service information about how to choose which publication to write for and submission guidelines are available for all. Please visit www.emeraldinsight.com/authors for more information.

About Emerald www.emeraldinsight.com

Emerald is a global publisher linking research and practice to the benefit of society. The company manages a portfolio of more than 290 journals and over 2,350 books and book series volumes, as well as providing an extensive range of online products and additional customer resources and services.

Emerald is both COUNTER 4 and TRANSFER compliant. The organization is a partner of the Committee on Publication Ethics (COPE) and also works with Portico and the LOCKSS initiative for digital archive preservation.

*Related content and download information correct at time of download.

Mediating role of organizational commitment in the relationship between human resource management practices and employee engagement: Does black box stage exist?

Abstract

Purpose – The main purpose of this study is to examine the mediating role of organizational commitment on the relationship between HRM practices and employee engagement among banking employees in the context of an emerging economy namely Bangladesh.

Design/methodology/approach – The survey data includes 383 employees from 30 private commercial banks in Bangladesh. For analyzing the data, structural equation modeling (SEM) is employed with bootstrapping method.

Findings – This study finds that HRM practices such as career advancement, employee participation, job security, performance feedback, rewards & recognition, training & development are the significant predictors of employee engagement. Results also identify OC as a partial mediator on HRM practices and employee engagement relationship which suggest that direct relationship of predictors and criterion variables are stronger than indirect association. More interestingly, findings indicate that the mechanism of black-box stage is not always work on the relationship between HRM practices and employee performance.

Originality/value – Exploring the role of OC on the relationship between HRM practices and employees' behavioral outcome i.e., employee engagement is appeared as an initial effort in the academic literature. Furthermore, empirical research that examine the association of different organizational factors with employee engagement through OC is rarely been investigated. Thus, the findings of this study act as a strategic tool for the bank managers to design their organizational policies in such a way that foster their employee' level of engagement.

Keywords Employee engagement, HRM practices, Organizational commitment, SET, Banks

Paper type Research paper

1. Introduction

In recent time, organizations need highly energetic, enthusiastic, dedicated and engaged employees in their workforce (Chen, 2017; Bakker and Schaufeli, 2008) as employees with higher engagement at works can contribute more in organizational success and competitiveness (Al Mehrzi and Singh, 2016; Gruman and Saks, 2011). Bal et al. (2013) noted that highly

engaged workforce is more likely to have passion in their work and deeply connected with their company's goals whereas disengaged workers are more concerned about time rather energy or dedication during their role performance. Engaged employees are energetically and effectively connected to their work, which, in turn, positively affect organizational performance metrics (Kahn, 1990). In addition, an ample of prior studies observed the positive effect of employee engagement on organizational performance (Katou, 2017; Hansen, Byrne and Kiersch, 2014; Agarwal, 2014; Menguc, Auh, Fisher and Haddad, 2013; Li, Sanders and Frenkel, 2012; Dalal, Baysinger, Brummel and LeBreton, 2012; Chughtai and Buckley, 2011; Rich, LePine, and Crawford, 2010; Saks, 2006), financial results (Demerouti and Cropanzano, 2010; Xanthopoulou et al., 2009), return on assets and profitability (Macey et al., 2009), employees' job performance (Bakker and Bal, 2010) and customer satisfaction (Salanova et al., 2005). This is imperative, thus, for organizations to focus on the development of employee engagement for sustainable performances in the current highly competitive business environment (Rai et al., 2017; Macey et al., 2009). Given the vibrant desire of highly engaged workforce in the diversified work context, an increasing number of human resource management (HRM) literature has emphasized on the relationship between HRM practices and employee outcomes (Presbitero, 2017; Vemic'-Đurkovic', Jotic' and Maric', 2013), and on the process or mechanism by which HRM practices-employee performance relationship works (Chen, 2017; Huang et al., 2017).

Though employee engagement, in the last decade, has got nascent attention in the literature of HRM field, little is known about the effect of organizational practices (e.g., HRM practices) on employee engagement (Chen, 2017; Karatepe and Demir, 2014; Wollard and Shuck, 2011; Lee Whittington and Galpin, 2010). Moreover, previous research provides inconclusive results which are deficient in understanding about the role of various organizational practices to enhance employee engagement (Suan and Nasurdin, 2014; Reissner and Pagan, 2013). Inconclusive results of prior empirical studies (e.g., Suan and Nasurdin, 2014; Shuck et al., 2014; Karatepe, 2013; Saks 2006) and critical debates of conceptual papers (e.g., Brown et. al., 2013; Welch, 2011; Lee Whittington and Galpin, 2010; Bakker and Demerouti, 2008) merit the further study about the factors affecting employee engagement. In the context of service organizations, more specifically, employee engagement is more critical because of the crucial role of organizational practices (i.e. HRM practices) (Presbitero, 2017; Yeh, 2013; Ashill and Rod, 2011). In addition, scholars (e.g., Presbitero, 2017; Rai et al., 2017; Lee and Ok, 2015; Suan and Nasurdin, 2013; Karatepe, 2011) pointed out that limited studies have conducted to examine the predictors of employee engagement in the context of service industry. Moreover, previous studies (e.g., Huang et al., 2017; Chen, 2017; Boon and Kalshoven, 2014; Menguc et al., 2013; Alfes, Shantz, Truss and Soane, 2013) identified that HRM practices and employee outcomes relationship is not straightforward and the mechanism by which the relationship works has not been adequately addressed in the literature (Chen, 2017; Karatepe, 2013; Wright et al., 2003), which is termed as "black-box" problem. Organizational factors i.e. HRM practices play a key role to promote positive attitudes and level of motivation among employees (Huang et al., 2017; Katou, 2017; Othman and Nasurdin, 2013; Ashill and Rod, 2011; Zavyalova et al., 2011; Kusluvan et al., 2010), which, in turn, positively influence employee behavior (Katou, 2017; Huang et al., 2017; Karatepe, 2013; Christian et al., 2011; Salanova et al., 2005; Delery and Shaw, 2001). Thus, this study aims to examine the mediating role of employee positive attitude (i.e. organizational commitment (OC)) on the relationship between HRM practices (career advancement, employee

participation, job security, performance feedback, rewards & recognition, training & development) and employee engagement among banking employees of Bangladesh.

In the academic literature, engagement has been conceptualized based on the dominant framework of job-demand-resource (JD-R) model proposed by Bakker and Demerouti (2007). This model explained employee engagement based on job and personal related resources. Authors (Bakker & Demerouti, 2007) incorporated physical, organizational, and social aspects of a job that could help to reduce job related demands and different physiological or psychological costs; give opportunity for learning and internal growth; and help to attain work objectives (de Lange et al., 2008). The JD-R model is a very influential framework to establish the antecedents and consequences of employee engagement. However, JD-R model cannot explain the varying level of engagement among employees, and thus, research gaps still remain that needs to be addressed. For example, Saks (2006) argued that the more theoretical foundation has been found to explain employee engagement in the reciprocal norms of social exchange theory (SET), that describes the mutual relationship between two parties (Presbitero, 2017; Karatepe, 2011). Though Kahn's (1990) model indicated some psychological conditions that are crucial for employee engagement, it did not clearly explore why employees will be responsive to those particular conditions with varying extent of their engagement. In addition, a stronger hypothetical foundation for understanding and studying employee engagement has been found in the norms of Social Exchange Theory (SET) (Karatepe, 2011) which describes the reciprocal relationship between two parties (Presbitero, 2017; Chuang and Liao, 2010). According to Van De Voorde and Beijer (2015), if employees receive economic or socio-economic resources through HRM practices, they feel obliged to repay the organization because of their reciprocal relationship with the employer, and Song et al. (2014) asserted that one of the ways for employee to repay their organization is through higher level of engagement. This study, therefore, is an attempt to examine the relationship between HRM practices, OC and employee engagement under the tenet of SET.

Bangladesh is an over populated country suffering from immense social, political, economic and environmental problems, which should be addressed properly for its overall development. However, economic development is one of the major agendum that may improve the overall situation of the country (Masum et al., 2016). For the developing economies like Bangladesh, desired level of economic development can be attained by formulating capital through a healthy financial system (Nguyen et al., 2011), and Masum et al. (2016) stated that banks have the vital influences for the economic growth of Bangladesh. After achieving the independence in 1971, Bangladesh, as part of the adaption of socialistic economic framework, nationalized all private banks and form four state-owned banks. However, in the late 1980s, Bangladesh gradually started to reform its economy in line with capitalistic system, allowed to establish private banks. The banking industry in Bangladesh is one of the major service sector in Bangladesh, which contributes significantly to the national economy (Masum et. al., 2016). Thus, it is an important issue to investigate employee engagement of the banks in Bangladesh.

2. Literature Review and Hypothesis Development

2.1 Employee engagement

The concept of employee engagement has got a great consideration in the academic literature. Kahn (1990), at first, termed employee engagement as the extent to which employees are physically involved, cognitively attentive and emotionally connected towards their work (p. 692). During the years, research on employee engagement have flourished concentrating attention on employees' engagement within organizational context. Rothbard (2001), likely Kahn (1990), defined employee engagement as psychological presence of employees during performing their work and suggesting two critical components of engagement such as attention and absorption of employees. Therefore, employee engagement defined as the psychological presence at a particular work role that involves attention and absorption (Bakker and Schaufeli, 2008; Saks, 2006). In addition, May et al. (2004), conceptualized engagement as the combination of both cognitive and emotional work and work activities experiences which make an individual behave while performing a job. However, Schaufeli et al. (2002) have given the most prominent aspects of employee engagement and defined employee engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor (i.e. high level of energy and mental resilience), dedication (i.e. enthusiasm), and absorption (i.e. full concentration during work).

2.2 HRM practices and employee engagement

Over the decades, an expanding number of literature focuses on the process in which different predictors affect employee performance (Suan and Nasurdin, 2014), and the dominant concept among this academic literature is the notion of HRM practices claiming to have robust influences on employee behavioral outcomes (Rai et al., 2017). Noe et al. (2010) defined HRM practices as the philosophy, policy, system and practices that have an influence on employees' behavior, attitudes and performance. According to Snell and Bohlander (2013), HRM practices are the process by which organization could manage their human capital to accomplish organizational objectives. Specifically, HRM practices are the fundamental activities by which the organization can develop and shape the skills, abilities and behavior of the employees to do their job successfully and focused to meet the targets i.e. organizational goals. According to SET, a reciprocal relationship could be found through a series of interactions between two parties who are in a state of reciprocate interdependence and felt obligated (Blau, 1964). Cropanzano and Mitchell (2005) noted that when organization provide economic and socio-emotional resources to their employee, employees will also feel obligated in kind and want to give something in return to their organization. Based on SET, scholars (e.g., Huang et al., 2017; Menguc et al., 2013) suggested that supportive organizational practices (i.e. HRM practices) send important messages to employees that they are being valued for their effort which make them feel obligated and show high level of engagement as repayment. According to Kahn (1990), when employees get clear benefits (i.e., psychological meaningfulness), protective guarantees (i.e. psychological safety), and resources to honor (i.e., psychological availability) from their organizations, they tend to engage more at work. Since HRM practices are considered critically to lead these psychological conditions (Guzzo and Noonan, 1994, Rousseau and Greller, 1994), an organization can enhance the extent of employee engagement by adoption appropriate HRM

practices. However, most of the prior research (e.g., Chen, 2017; Huang et al., 2017; Karatepe, 2013; Menguc et al., 2013; Azoury et al., 2013) considered HRM practices as a bundle of individual practices that are likely to use as a combined measure. Chen (2017), for instance, used training, promotion, security, appraisal and empowerment as an aggregate measure of HRM practices to examine as the predictor of employee engagement. Moreover, there is a scant research has been conducted to identify the individual impact of HRM practices on engagement (Saks, 2006; Suan and Nasurdin, 2014). Moreover, prior studies (e.g., Boon and Kalshoven, 2014; Suan Choo et al., 2013; Karatepe, 2013; Shuck et al., 2011; Saks, 2006) observed significant role of different HRM practices to enhance employee engagement. Particularly, prior studies (Huang et al., 2017) considered AMO dimension of HRM practices by ignoring the dimension of soft HRM practices. Marescaux et al., (2012) noted that soft HRM practices emphasize on the development and empowerment of the employees to make a skilled workforce who can ultimately help to enhance organizational performance. As such, soft HRM approach comprises the practices that help to create participative and proactive labor force (Stone et al., 2009) and accordingly, Marescaux et al., (2012) mentioned HRM practices that are considered as “soft” such as employee participation, career development, training, developmental feedback. Therefore, this paper considers career advancement, employee participation, job security, performance feedback, rewards & recognition, training & development as soft HRM practices to theorize their relationships with employee engagement (see in Figure 1).

Testing the role of organizational resources on engagement may contribute in sociology literature as well. Ivancevich et al. (2006) suggested that organizational success highly depends on the role of its human resources who need to think creatively, work proactively and perform in a challenging working environment. Caesens et al. (2014) stated that organizational resources could play an extrinsic motivational role as a resourceful work environment, which, in turn, increases employees’ well-being. Similarly, Taipale et al. (2011) noted that in social science research, the positive facets of work has been overlooked, and generally consideration has given on the negative aspects like burnout or increasing demands of work-life. To fill this research gap, this study considers the positive linkage of HRM practices and employee engagement. Overall outcomes of this study may help to identify the importance of resourceful work context through appropriate HRM practices and organizations need to concern not only for better productivity, but also for their employees’ well-being to improve their quality of life.

Hypothesis 1: HRM practices (career advancement, employee participation, job security, performance feedback, rewards & recognition, training & development) are significantly associated with employee engagement.

Career Advancement and Employee engagement

Career advancement is the process by which an organization create prospect for the advancement of employees' career (Herzberg, 1986). Scholars (e.g., Bristol & Tisdell, 2010; Wiley, 1997) asserted that career advancement opportunity is one of the most important motivational factors that may positively influence employee behavior. When an organization introduces career advancement opportunities, employees acknowledge the organizational concern for their well-being which, in turn, reduced their burnout (Van De Voorde & Beijer, 2015; Chuang & Liao,

2010). Since proper career advancement practice intrinsically motivates employees and abates burnout, it may lead higher employee engagement (Albrecht, 2012). In addition, a set of prior empirical studies (e.g., Huang et al., 2017; Ugwu & Okojie, 2016; Alias et al., 2014; Sarti, 2014; Batista et al., 2013; Bal et al., 2013) found career advancement as the significant predictor of employee engagement. However, Tan and Nasurdin (2011) observed the insignificant relationship between career advancement opportunities and employee engagement. However, Mohapatro and Sharma (2010) argued that employees who do not get a proper career path within the organization, are more likely to be de-motivated during role performance, resulting a low level of engagement at their job. Moreover, according to the tenet of SET, when employees perceive the high-performance work practices like career advancement in their organization to improve their well-being, they feel obligated and want to reciprocate by contributing in the organization with positive attitude (Van De Voorde & Beijer, 2015). Therefore, this current study, in line with SET, postulates the positive association between career advancement and employee engagement.

Hypothesis 1a : Career Advancement is positively related to Employee Engagement.

Employee Participation and Employee Engagement

Employee participation is the extent to which employees get the opportunity to participate in the decision-making process of an organization (Heery & Noon, 2001). According to Cheung and Wu (2011), employee participation is very crucial for achieving organizational goals. If employees perceive the participative decision-making process within the organization, their behavioral outcomes such as OC and employee engagement can be enhanced (Cantor et al., 2012). Previous empirical research (e.g. Cooke et al., 2016; Ugwu & Okojie, 2016; Marescaux et al., 2012) found the significant effect of employee participation on employee engagement, and recommended that employees must get to involve in the organizational decision-making process to make them understand the basic need of creativity and to build appropriate attitude required for better performance (Kingir & Mesci, 2010). Moreover, participative decision-making process serves as a sense of belongingness between management and employees (Breland et al., 2011; Noah, 2008) that may help to create a healthy work environment by reducing work stress which may positively affect employee engagement (Benn et al., 2015). However, though Benn et al. (2015) found positive association between employee participation and performance in the context of service sectors employees, the relationship is insignificant in case of manufacturing employees (Estrin et al., 1987). In addition, inconclusive results have been observed in the same industry such as Cooke et al. (2016) identified the significant association between participation and employee engagement for banking employees whereas employee participation was found as insignificant predictor of organizational performance for same industry (Delery & Doty, 1996). However, Gollan (2005) stated that high quality employee participation facilitates positive employee behavior to achieve organizational effectiveness. In this vein, employees with higher participation in decision making process feel their importance in the organization for which they reciprocate with positive attitude and behavior towards their job (Gould-Williams, 2007). This study, thus, hypothesizes the positive association of employee participation with employee engagement.

Hypothesis 1b : Employee Participation is positively related to Employee Engagement.

Job Security and Employee Engagement

Job security is the degree to which an organization can offer a stable employment opportunity to their employee (Herzberg, 1968). More specifically, job security is the extent to which an employee could expect to continue his/her job in that particular organization for a specified time (Delery & Doty, 1996). Employees with poor feelings of job security are highly correlated with poor mental and physical health (Strazdins et al., 2004; Chirumbolo & Hellgren, 2003; Hellgren & Sverke, 2003) and psychological distress and burnout (Probst, 2003; Dekker & Schaufeli, 1995). Moreover, Gabris and Simo (1995) indicated that job security acted as a motivational factor for employees i.e. employees with high level of job security will show the high level of performance and low level of job security result in less motivated in terms of employee outcome (Miller et al., 2001). In another word, as soon as the employees start to worry about their job loss, their behaviors automatically start to go bad (Boya, et al., 2008; Domenighetti et al., 2000). Previous empirical studies (Chen, 2017; Ugwu & Okojie, 2016; Senol, 2011; Poyraz & Kama, 2008; Boya, et al., 2008; Kraimer et al., 2005; Sverke et al., 2002) also found job security as one of the most powerful motivational tools for encouraging employees in their job performance by changing the negative work attitudes. In addition, Chirumbolo and Areni (2005) reported that job security provides employees with high motivation which positively affects employee outcome. However, Arabi et al. (2013) did not find the job security as a significant motivational factor to enhance employee attitude towards their work. In addition, Selenko et al. (2013) empirical found that the employees with high level of job insecurity intend to perform in a better way to protect their jobs. Thus, prior literature indicates the debate about the role of job security in employee outcomes. However, Chang (2005) suggested job security as the tool by which organizations show their commitments to their employees and in return, employees reciprocate it in the form of positive attitude in the workplace. This is reflected by the paradigm of SET, and the norm of reciprocity (Gouldner, 1960). Therefore, this study theorizes the following hypothesis as the positive association between job security and employee engagement.

Hypothesis 1c : Job security is positively associated with Employee Engagement.

Performance Feedback and Employee Engagement

Performance feedback is extent to which employees have the opportunity to get the useful information of their performance that may help them to improve, learn and develop while performing the job (Zhou, 2003). Scholars (Volpone et al., 2012) claimed that favorable performance feedback processes would create favorable psychological climate which will improve the level of employee engagement. In their study, Latham and Mann (2006) have suggested that performance evaluation and feedback should be fair and unbiased. Moreover, Coetzer and Rothmann (2007) stated that employees with positive feedback are more likely to have greater level of engagement while negative feedback may lessen it. Based on the norms of

SET, Macey and Schneider (2008) explored that when employees will be rewarded (intrinsically or extrinsically) in a fair way by their superior or manager, they will reciprocate by investing more time, energy or personal resources (engagement) to their organization which, in turn, enhance their level of engagement. However, previous empirical studies provided contradict results on the relationship between performance feedback and employee engagement. For instance, Menguc et al. (2013) and Van den Broeck et al. (2008) found the significant positive relationship between employee engagement and performance feedback, while Sarti (2014) identified the relationship is insignificant. Notwithstanding, as fairness perception about performance feedback may reduce different employee burnouts such as psychological distress, anxiety and depression (Spell & Arnold, 2007), regular performance feedback can play a vital role to reduce these burnouts which, indeed, can increase the level of engagement (Freeny & Tiernan, 2006). Therefore, this study, based on the reciprocity process of SET, proposes the positive relationship between performance feedback and employee engagement which leads the following hypothesis:

Hypothesis 1d : Performance Feedback is positively related to Employee Engagement.

Rewards & Recognition and Employee Engagement

Rewards and recognition are important resources offered by the organization that motivate employees to accomplish organizational goal. According to Karatepe (2013), adequate reward can motivate employees to provide outstanding services to customers. In addition, employees often place their view about employer via reward and recognition system that they receive from that company (Hayes & Ninemeier, 2009) and lack of reward may lead to an unpleasant environment that will reduce work efforts caused by withdrawal of job (Lytle, 1997). However, in their study, Suan and Nasurdin (2014) found that reward was insignificant to engagement. Authors argued that the reason could be the perception of employees that their reward is not justifying their performance. On the other hand, Breevaart et al. (2014) asserted that as organization treats reward as the appreciation tool for better employee performance, reward may affect employees' behavior positively to enhance their engagement at work. Suan Choo et al. (2013) also support the view and considered reward and recognition as the predictor of employee engagement. Previous empirical studies (e.g., Presbitero, 2017; Alias et al., 2014; Karatepe, 2013; Maslach & Leiter, 2008) support the view that rewards are one of the important elements of work life which may motivate employees to improve their engagement. On the other hand, another set of prior studies (e.g., Sarti, 2014; De Gieter et al., 2008; Saks, 2006) observed the insignificant influence of rewards & recognition on employee engagement. Sharma and Sharma (2010) reported that reward & recognition had limited capacity to explain the adequate variance related to employee behavior i.e. engagement. However, Karatepe (2013), based on SET, found that when employees receive appropriate rewards and recognition from their organization, they feel obligated to their organization which, in turn, lead the higher level of employee engagement. Robinson et al. (2004) also observed the reflection of reciprocity behavior of employees that the extent of employee engagement depends on the rewards employees receive from their organization. Moreover, employees with appropriate socio-emotional resources i.e. reward & recognition feels obliged to repay their organization and show higher level of engagement

(Cropanzano & Mitchell, 2005). Therefore, this study assumes the positive association of reward & recognition with employee engagement promulgates the following hypothesis:

Hypothesis 1e : Rewards & Recognition is positively related to Employee Engagement.

Training & Development and Employee Engagement

Training & development is the organizational investment to develop the appropriate skills and abilities of employees so that they can perform better to achieve organizational goal. According to Yang and Fu (2009), training and development programs are designed by the organization to enhance employees' job-related skills and abilities, which may help employees to handle different, complicated organizational situations (Karatepe et al., 2007; Schlesinger & Heskett, 1991). In fact, HRM literature has identified training and development as one of the most important predictors of employee behavior and employee performance (Huang et al., 2017; Goh & Pavic, 2013; Schuler & MacMillan, 1984). For instance, Kahn (1990) stated that organizations can provide resources to their employees through training and development program to make them feel that they have the capability to perform in a better way which, in turn, helps to enhance the level of engagement. In addition, training & development program may help to build employees confident towards their work that ultimately helps to increase the feelings of availability (Presbitero, 2017; Gruman & Saks, 2011). Moreover, previous empirical research found that training has positive association with psychological health of employees (Luthans et al., 2008), and better psychological health of employees can lead to an increasing level of employee engagement (Gruman & Saks, 2011). This positive relationship between training & development and employee engagement can also be explained under the tenet of SET stated that employees with proper training & development will feel that their organizations are investing lot for their development and reciprocate by showing a high level of engagement at their work role (Suan & Nasurdin, 2014). However, some other studies showed the insignificant relationship between training and employee positive attitudes (Batt, 2002) arguing that the possible reason for such type of results could be the improper training program that actually is not improving the employee skills related to job. Thus, it can be observed that there is a lack of clear understanding about the role of training & development to enhance employee engagement which may lead the following hypothesis:

Hypothesis 1f : Training & Development is positively associated with Employee Engagement.

2.3 The mediating role of organizational commitment on HRM practices

Over the time, a growing number of HRD literature has showed the relationship between HRM practices and different organizational consequences such as organizational performance (Lu et al., 2015), OC (Fabi et al., 2015), job satisfaction (Fabi et al., 2015), employee job performance, absenteeism, turnover rate (Ahmad and Allen, 2015), supporting that the notion of HRM

practices are a crucial indicator for organizational achievement. But there is still a dearth on HRM practices research to explain its theoretical amplification of black-box phenomenon that why or how a specific HRM practice can improve organizational performance (Huang et al., 2017; Boselie et al., 2005). Although studies have focused on the employees' efforts that help to achieve firm success, research on integration of employee attitudes and behaviors is interestingly very limited. For instance, Boselie et al. (2005) conducted over 100 research on HRM practices, among them only 11 studies included survey data of employees to examine employees' attitudes and behaviors such as OC and employee engagement. Moreover, Wood and de Menezes (2011) noted that very few research has attempted properly to test the mechanism through which HRM practices and employee outcomes relationship work at the individual level.

This study argues that OC can mediate the relationship between HRM practices and employee engagement. According to Allen and Mayer (1996), OC is the psychological relationship between employees and organization for which employees are less likely to leave their organization voluntarily. HRM practices play critical role to influence employees' attitudes to build OC in order to avoid the high cost of turnover (Wijnmaalen et al., 2016; Lee Whittington and Galpin, 2010), and to increase job satisfaction (Misra et al., 2013; Chen, 2004). Suliman and Al-Junaibi (2010) stated that employees with high level of OC have strong feelings to stay with the organization. Thus, OC is treated as one of the key factors to achieve organizational success (Suliman and Al-Junaibi, 2010; Suliman and Iles, 2000), and organization should understand the way by which they can improve the level of employees' commitment to enhance the employees' on-the-job positive behavior (Albrecht, 2006; Meyer and Allen, 1991). Although a set of prior studies (e.g., Gitanjali, Sharma and Sharma, 2010; Mohapatra and Sharma, 2010; Papalexandris and Galanaki, 2009) concerned to treat employee engagement as a distinct concept than OC, Schaufeli and Bakker (2010) noted that academic scholars define employee engagement as a unique construct. According to Saks (2006), as employee engagement consists of cognitive, emotional, and behavioral components related with individual role performance, it is notably distinguishable from OC. In addition, the 'discriminant validity' between these two constructs in prior research (Christian et al., 2011; Hallberg and Schaufeli, 2006) suggests employee entanglement as a distinct construct. However, the causal order between OC and engagement is not clear rather inconclusive (Hakanen and Roodt, 2010). Though some previous studies (Karatepe, 2013; Albrecht, 2012; Albrecht and Andretta, 2011) considered OC as the outcome of employee engagement, other studies (Katou, 2017; van Gelderen and Bik, 2016; Yalabik, 2013) considered OC as an antecedent of employee engagement rather than outcome. Yalabik, 2013, pointed out two important reasons to treat OC as antecedent first, as OC is treated as an antecedent of various forms of psychological or behavioral outcomes of employees (Zopiatis, Constanti and Theocharous, 2014; Kara, Uysal, Sirgy and Lee, 2013; Macey and Schneider, 2008), it might be the predictor of the employee engagement which, in fact, is one of psychological outcomes (Jose and Mampilly, 2014; Woods and Sofat, 2013; Leroy, Anseel, Dimitrova and Sels, 2013; Soane, Shantz, Alfes, Truss, Rees and Gatenby, 2013; Robertson, Brich and Cooper, 2012; Kahn, 1990). Second, since OC involves the emotional attachment of employees to an organization, it provides them the confidence to ask for necessary resources and exert energy towards their jobs, which in turn improves the level of employee well-being (Panaccio and Vandenberghe, 2009).

Notwithstanding the overlapping and direction of relationship debate related to OC and engagement, some prior studies (e.g., Huang et al., 2017; Chen, 2017; Van De Voorde and

Beijer, 2015) identified the HRM practices-employee performance relationship as a conditional relationship which depends on some other organizational-specific and/or employee-specific factors. Moreover, several prior studies (Zopiatis et al., 2014; Theriou and Chatzoglou, 2009) found that OC significantly mediates the relationship between its antecedents and consequences. Therefore, to deepen understanding of the mechanisms inside the “black box” of the HRM practices-employee outcome relationship, this study theorizes the mediating role of OC in the relationship of HRM practices and employee engagement (see in Figure 1).

Hypothesis2: Organizational Commitment mediates the relationship between HRM practices and Employee Engagement.

Hypothesis 2a : OC mediates the relationship between Career Advancement and Employee Engagement.

Hypothesis 2b : OC mediates the relationship between Employee Participation and Employee Engagement.

Hypothesis 2c : OC mediates the relationship between Job security and Employee Engagement.

Hypothesis 2d : OC mediates the relationship between Performance Feedback and Employee Engagement.

Hypothesis 2e : OC mediates the relationship between Rewards & Recognition and Employee Engagement.

Hypothesis 2f : OC mediates the relationship between Training & Development and Employee Engagement.

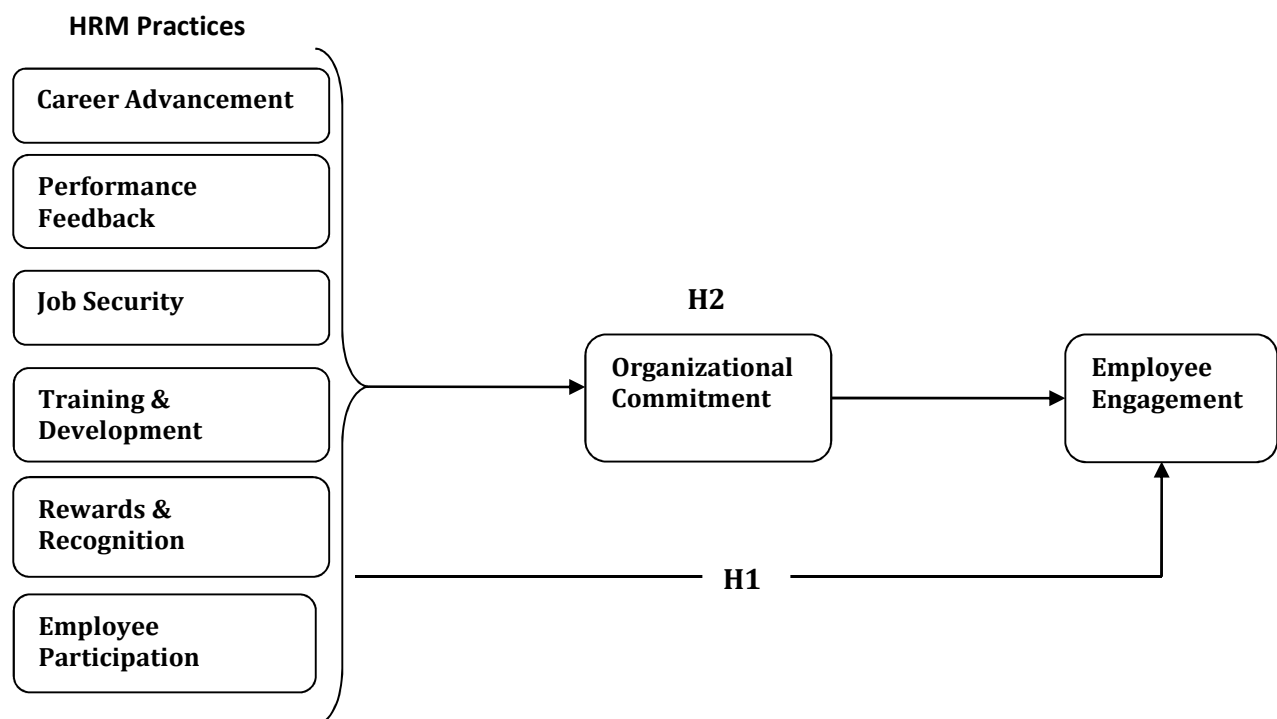


Figure 1
Research Framework

3. Research design and methods

3.1 Research setting: Banking industry in Bangladesh

Bangladesh is a South Asian emerging economy has got attention of the global economy for its consistent growth for last two decades and banking sector is projected to contribute in this growth. Though Bangladesh adopted socialistic economic approach after its independence in 1971, it gradually transforms its economic policy in line with market based economy. The banking industry in Bangladesh is one of the major service sector in Bangladesh which contributes significantly to the national economy (Masum et. al., 2016). As a bank-based economy, Bangladesh significantly depends on financial institutions to meet the increasing capital need for its expanding business and economic activities. For example, GDP contribution has been shifted from agriculture to industrial sector that is a growing sector in Bangladesh is the main beneficiary of credit from commercial banks (Ahmed, 2017). As the banking sector is more about service oriented, the performance of banks depends not only on the available of physical resources but also on the quality and competence of their employees (Masum et al., 2016; Lee and Ok, 2014). Therefore, overall economic performance of Bangladesh importantly depends on efficient performance of banks to formulate and supply adequate capital to businesses. In

addition, as banking sector is the highly human resource based industry, banks rely on the outcomes of its employees for their ultimate performance. Thus, it is an important issue to investigate employee engagement of the banks in Bangladesh. The purpose of this study is to explore the role of HRM practices to make an engaged workforce, and to investigate the black-box mechanism through which HRM practices and employee engagement relationship exists.

3.2 Sampling technique and sample characteristics

The data of this study is collected from private commercial banks those are listed in Dhaka Stock Exchange (DSE) located in Dhaka city, the capital of Bangladesh. Researcher only considers the branches of those banks that are situated in Dhaka Metropolitan Area (DMA) as all the bank's head offices and branches are in Dhaka city. Thus, the highest number of branches are covered in this study. In designing the questionnaire, this study employs psychological separation of predictors and criterion to maintain the direction of measurement, to improve in the items in scale that help to avoid the ambiguity and other biasness. This process also ensured the evasion to have common method variances in the study. A survey is conducted among the banking employees of 30 private commercial banks by using this questionnaire. Researchers think to take an initiative to distribute the questionnaires personally to the banking employees in their respective locations and briefly describe the purpose of this study. Sekaran (2003) stated that personal distribution of questionnaires could lead to a higher response rate. A total of 530 questionnaires are distributed to commercial banking employees who are working in Dhaka city. 395 completed questionnaires are returned from the participants and entire data collection process is taken almost 12 weeks. Yet, out of 395 returned questionnaires, 12 questionnaires were considered unusable as the participants have left either the page or questions blank. Thus, these 12 returned questionnaires are treated as incomplete and have excluded from the study. The remaining 383 questionnaires are accounted a 72% response rate which sufficient for further analysis as argued by scholars (Sekaran and Bougie, 2010) stated that a response with 30% is adequate for further study.

Demographic profiles of this study show a slightly skewed sample in regard to gender (female representation at 24 percent) the probable reason could be a lower participation of females in the workplace at only 12.91 percent in 2016 (Mehedi and Sumon, 2017). In terms of the age of the participants, results show that most of the respondents belong to age group of 30-35 years. Majority of the respondents have their master degree (46 percent) and have the total experience of working with banks on an average 4-8 years (49.9 percent).

3.3 Measures

Employee engagement. This study adapts three dimensional 17 items (see in Table 3.3) scale from Schaufeli et al., (2002) to measure employee engagement includes vigor (6 items, e.g., I am enthusiastic about my job), dedication (5 items, e.g., I am immersed in my work) and absorption (6 items, e.g., I can continue working for very long periods at a time). Respondents are requested to rate their level of agreement or disagreement of the given engagement statements through a 5-point Likert scale

ranging from 1=strongly disagree to 5=strongly agree. This engagement instrument is popularly used in prior literature for both western context (e.g., Hansen et al., 2014) and South-Asian context (e.g., Rai et al., 2017). Results show a high value of internal consistency of vigor ($\alpha=.84$), dedication ($\alpha=.86$) and absorption ($\alpha=.82$). Furthermore, all the first order constructs of employee engagement can have the capability to explain their respective second order construct as the R^2 values are .588, .780 and .656 respectively.

HRM practices. In terms of HRM practices, this study considers six HRM practices namely career advancement (four items, e.g., I have clear career paths in this bank), employee participation (four items, e.g., Employees in this bank are allowed to make many decisions), job security (four items, e.g., I can stay in the bank for as long as I wish), performance feedback (four items, e.g., My manager gives me feedback on my performance), rewards & recognition (seven items, e.g., Employees in this bank receive a pay raise for improving the level of performance), training & development (4 items, e.g., Extensive training and development programs are offered by the bank to improve my job skills) with a total of 26 items are adapted from different prior studies (e.g., Saks, 2006; Zhou and George, 2001; Delery and Doty, 1996). Participants are requested to give their feedback in a five-point likert scale varying from 1=strongly disagree to 5=strongly agree. The Cronbach's alpha value for each of the construct is .80, .77, .80, .87, .87, .83 respectively.

Lastly, *Organizational commitment.* OC is measured with a total of 24 items comprising three dimensions such as affective commitment (AC, 8 items), continuance commitment (CC, 8 items) and normative commitment (NC, 8 items) adapted from Allen and Meyer (1990). A sample question of AC ($\alpha=.88$) includes "I would be happy to spend rest of my career with this organization", for CC ($\alpha=.84$) "It would be too costly for me to leave my bank now" and for NC ($\alpha=.76$) "Jumping from bank to bank seems unethical for me". respondents are requested to give their opinion through a 5-point Likert scale ranging from 1=strongly disagree to 5=strongly agree. This study also establishes the higher-order model by investigating the R^2 values of .841, .701 and .656 respectively.

3.4 Data analysis strategy

This study uses the Partial Least Square Structural Equation Modeling (Smart PLS-SEM) 3.0 version software. The PLS-SEM is a second-generation statistical technique that allows researchers to investigate the complex multivariate relationships among observed and latent variables (Vinzi, Chin, Henseler and Wang, 2010). The PLS-SEM method is treated as the member of regression tools and has been developed to analyze the links between measurement (indicators) and structural model i.e. constructs (Chin, Marcolin, and Newsted, 2003). According to Lowry and Gaskin (2014), PLS-SEM method is a strong, flexible and superior for building the statistical model to test and predict the theory. Moreover, PLS-SEM has least limitations on measurement scale, low sample size, non-normal distribution of data, and predicting capability are the additional advantages for using PLS-SEM.

4. Data analysis and results

4.1 Measurement model

Scholars (Hair et al., 2016) suggest that to determine the individual indicators reliability through PLS-SEM approach, it is essential to examine the outer loadings of all constructs. Hence, based on the rule of thumb, scholars (Hair et al., 2016) defined that the items with loadings in between .40 to .70 can be maintained. This study investigates that out of total 67 initial items, 60 items have been retained (see in Table 1). This indicates that the 7 items are deleted because of the poor loadings. The remaining 76 items are kept in the study model that carried the loadings in between .58 to .90 correspondingly. The more details are shown in Table 1. Composite reliability (CR) for all the latent variables are ranging from .82 to .92 that indicates that all the latent constructs have a satisfactory level of internal consistency as recommended by scholars (Hair et al., 2012; Bagozzi and Yi, 1988).

Table 1
Outer loadings, Composite Reliability (CR) and Average Variance Extracted (AVE)

Construct	Items	Initial Model	Modified Model	CR	AVE
Vigor	EE1	0.656	0.642	0.838	0.510
	EE2	0.641	0.660		
	EE3	0.695	0.711		
	EE4	0.770	0.791		
	EE5	0.736	0.754		
	EE6	0.508	Del		
Dedication	EE7	0.754	0.755	0.864	0.561
	EE8	0.694	0.696		
	EE9	0.778	0.779		
	EE10	0.798	0.798		
	EE11	0.714	0.712		
Absorption	EE12	0.583	Del	0.820	0.533
	EE13	0.590	Del		
	EE14	0.705	0.765		
	EE15	0.695	0.742		
	EE16	0.675	0.705		
	EE17	0.652	0.706		
Career Advancement	CA1	0.806	0.806	0.871	0.630
	CA2	0.860	0.858		
	CA3	0.759	0.764		
	CA4	0.743	0.742		
Employee Participation	EP1	0.764	0.766	0.871	0.628
	EP2	0.827	0.826		
	EP3	0.807	0.805		
	EP4	0.770	0.772		
Job Security	JS1	0.811	0.805	0.855	0.598
	JS2	0.800	0.799		

	JS3	0.838	0.839		
	JS4	0.626	0.632		
Performance Feedback	PF1	0.893	0.893	0.921	0.796
	PF2	0.889	0.888		
	PF3	0.895	0.895		
Rewards & Recognition	R&R1	0.783	0.784	0.900	0.562
	R&R2	0.789	0.790		
	R&R3	0.729	0.726		
	R&R4	0.678	0.676		
	R&R5	0.788	0.789		
	R&R6	0.731	0.732		
	R&R7	0.743	0.744		
Training & Development	T&D1	0.830	0.830	0.888	0.666
	T&D2	0.723	0.722		
	T&D3	0.864	0.865		
	T&D4	0.838	0.839		
Affective	OC1	0.772	0.774	0.903	0.539
	OC2	0.580	0.581		
	OC3	0.712	0.711		
	OC4	0.682	0.685		
	OC5	0.780	0.781		
	OC6	0.763	0.762		
	OC7	0.754	0.752		
	OC8	0.806	0.805		
Continuance	OC9	0.660	0.680	0.880	0.512
	OC10	0.689	0.709		
	OC11	0.788	0.796		
	OC12	0.692	0.678		
	OC13	0.593	Del		
	OC14	0.722	0.715		
	OC15	0.671	0.680		
	OC16	0.730	0.742		
Normative	OC17	0.496	Del	0.837	0.510
	OC18	0.490	Del		
	OC19	0.519	Del		
	OC20	0.696	0.697		
	OC21	0.548	0.592		
	OC22	0.773	0.813		
	OC23	0.761	0.790		
	OC24	0.610	0.653		

Additionally, this study also investigates the validity of the constructs through convergent validity and discriminant validity. Results find (see in Table 1) that the average variance extracted (AVE) value for all the latent constructs are in range between .51 to .80 which is fulfill the rule of thumb that the threshold value of AVE should be above .50 as suggested by Chin (1998). Discriminant validity refers to the extent to which a specific latent variable is distinctive from other variables (Duarte and Raposo, 2010). The present study investigates the discriminant validity by using Fornell and Larcker (1981) method by placing the square root of AVE of all the latent constructs on the correlation matrix diagonal, as shown in Table 2 with the bold value, and the square roots of AVE should be greater than the correlations within latent variables. The study results show that the square roots of AVE are greater than the correlation values among all the latent variables.

Table 2
Results of Discriminant validity (Fornell-Larcker Method)

	ABS	AC	CA	CC	DED	EP	JS	NC	PF	R&R	T&D	VIG
ABS	0.730											
AC	0.525	0.734										
CA	0.484	0.549	0.793									
CC	0.426	0.619	0.317	0.715								
DED	0.506	0.634	0.569	0.382	0.749							
EP	0.426	0.485	0.465	0.295	0.533	0.793						
JS	0.456	0.492	0.438	0.273	0.426	0.422	0.773					
NC	0.438	0.652	0.432	0.548	0.459	0.402	0.397	0.714				
PF	0.402	0.508	0.480	0.284	0.501	0.455	0.410	0.379	0.892			
R&R	0.500	0.523	0.502	0.320	0.500	0.455	0.500	0.448	0.521	0.750		
T&D	0.443	0.524	0.481	0.289	0.491	0.458	0.385	0.406	0.481	0.522	0.816	
VIG	0.553	0.567	0.483	0.347	0.669	0.406	0.413	0.411	0.510	0.554	0.480	0.714

ABS=Absorption, AC=Affective Commitment, CA=Career Advancement, CC=Continuance Commitment, DED=Dedication, EP=Employee Participation, JS=Job Security, NC=Normative Commitment, PF=Performance Feedback, R&R=Rewards & Recognition, T&D=Training & Development, VIG=Vigor.

Despite the widely used of Fornell-Larcker approach for doing discriminant validity, still it is considered as a weak method to determine discriminant validity of the constructs as this method cannot give further theoretical justification. Therefore, authors (Henseler et al., 2015) proposed a method called Heterotrait-Monotrait (HTMT) Ratio of correlations to assess the discriminant validity. In this method, it is deemed to have a predetermined threshold value that needs to be compared with the correlations among the constructs. Table 3 shows that all the correlation values among the latent constructs are less than the suggested threshold value of .85 as suggested by Henseler et al. (2015). Hence, it is summarized that all the study constructs are distinct from each other and obtained the discriminant validity based on HTMT method as well. Thus, it is confirmed that the measurement model of this study is valid and reliable.

Table 3
Heterotrait-Monotrait (HTMT) Ratio criterion values

	ABS	AC	CA	CWS	CC	DED	EP	JS	NC	OS	PF	R&R	SS	T&D
ABS														
AC	0.666													
CA	0.648	0.661												
CWS	0.229	0.357	0.238											
CC	0.561	0.711	0.391	0.206										
DED	0.660	0.759	0.703	0.416	0.460									
EP	0.565	0.584	0.580	0.379	0.359	0.663								
JS	0.620	0.605	0.546	0.238	0.342	0.528	0.530							
NC	0.601	0.799	0.555	0.278	0.680	0.585	0.520	0.528						
OS	0.414	0.464	0.499	0.325	0.295	0.490	0.446	0.354	0.479					
PF	0.509	0.586	0.571	0.335	0.332	0.596	0.545	0.492	0.471	0.338				
R&R	0.628	0.599	0.596	0.281	0.376	0.592	0.542	0.610	0.563	0.406	0.596			
SS	0.247	0.306	0.233	0.288	0.347	0.207	0.332	0.225	0.323	0.387	0.308	0.177		
T&D	0.581	0.614	0.590	0.221	0.349	0.594	0.555	0.480	0.507	0.356	0.562	0.611	0.141	
VIG	0.751	0.691	0.604	0.281	0.431	0.846	0.514	0.534	0.552	0.263	0.620	0.677	0.132	0.598

ABS=Absorption, AC=Affective Commitment, CA=Career Advancement, CWS=Co-worker Support, CC=Continuance Commitment, DED=Dedication, EP=Employee Participation, JS=Job Security, NC=Normative Commitment, OS=Organizational Support, PF=Performance Feedback, R&R=Rewards & Recognition, SS=Supervisor Support, T&D=Training & Development, VIG=Vigor.

Establishment of the Higher Order Constructs

The present study consists a Higher Component Model (HCM) that incorporates two Higher Order Constructs (HOC) such as, employee engagement and organizational commitment that are measured by their Lower Order Constructs (LOC). It is important to note that this study is a reflective-reflective type of HCMs that indicates a (reflective) relationship between HOC and LOCs, where each of the constructs is measured by reflective indicators. Thus it is essential to investigate whether the HOCs are able to be explained conceptually by their corresponding LOCs before entering to the path model analysis.

Results show that employee engagement is a second order construct which includes three first-order constructs namely, vigor, dedication and absorption. All the first order constructs of employee engagement can have the capability to explain their respective second order construct as the R² values (see in Table 4) are .588, .780 and .656 respectively. Moreover, it has also been found that all the first order constructs of employee engagement have obtained the Fornell-Larcker and HTMT criterion that confirmed the distinctiveness of the constructs. In the case of organizational commitment, it also includes three first-order constructs such as affective, continuance and normative which have the R² values (see in Table 4.15) of .841, .701 and .656 respectively that indicate the ability of explaining the second order construct accurately.

Table 4
Establishing second order measurement model

Second Order Construct	First Order Construct	Path Coefficient	Std. Error	T-Value	P-Value	R-Square
Employee Engagement	Vigor	0.768	0.014	63.343	<.001	0.588
	Dedication	0.883	0.015	58.889	<.001	0.780
	Absorption	0.883	0.025	30.276	<.001	0.656
Organizational Commitment	Affective commitment	0.917	0.009	101.341	<.001	0.841
	Continuance commitment	0.837	0.024	35.527	<.001	0.701
	Normative commitment	0.810	0.026	31.517	<.001	0.656

4.2 Structural model: test of hypotheses

Direct relationship between HRM practices and employee engagement

In order to assess the relationship between independent variables such as HRM practices (performance feedback, rewards and recognition, training and development, job security, career advancement, employee participation) and dependent variables namely employee engagement, PLS-SEM bootstrapping process has been conducted using 5000 samples (Hair et al., 2012). The results (see in Figure 2 and Table 5) indicate that all the six direct hypothesized relationships between HRM practices and employee engagement are significant and thus all the six hypotheses are supported. In brief, the positive significant links include, (i) career advancement and employee engagement ($\beta=.239$, $p<.001$) supporting H1a; (ii) employee participation and employee engagement ($\beta=.149$, $p<.01$) confirmed H1b; (iii) job security and employee engagement ($\beta=.113$; $p<.01$) that gives support for H1c; (iv) performance feedback and employee engagement ($\beta=.152$, $p<.001$) confirming H1d; (v) rewards & recognition and employee engagement ($\beta=.208$, $p<.001$) supporting H1e, and (vi) training & development and employee engagement ($\beta=.148$, $p<.05$) confirming H1f respectively.

Table 5

Results of direct relationships between HRM practices and employee engagement (Hypotheses testing)

No	Hypothesis	Path Coefficient	Std. Error	T-Value	P-Value	Findings
H1a	CA -> EE	0.239	0.048	5.038	<0.001	Supported
H1b	EP -> EE	0.149	0.048	3.126	0.002	Supported

H1c	JS -> EE	0.113	0.042	2.691	0.007	Supported
H1d	PF -> EE	0.152	0.040	3.815	<0.001	Supported
H1e	R&R -> EE	0.208	0.048	4.380	<0.001	Supported
H1f	T&D -> EE	0.148	0.047	3.151	0.002	Supported

EE=Employee Engagement, PF=Performance Feedback, JS=Job Security, CA=Career Advancement, T&D=Training & Development, R&R=Rewards & Recognition, EP=Employee Participation.

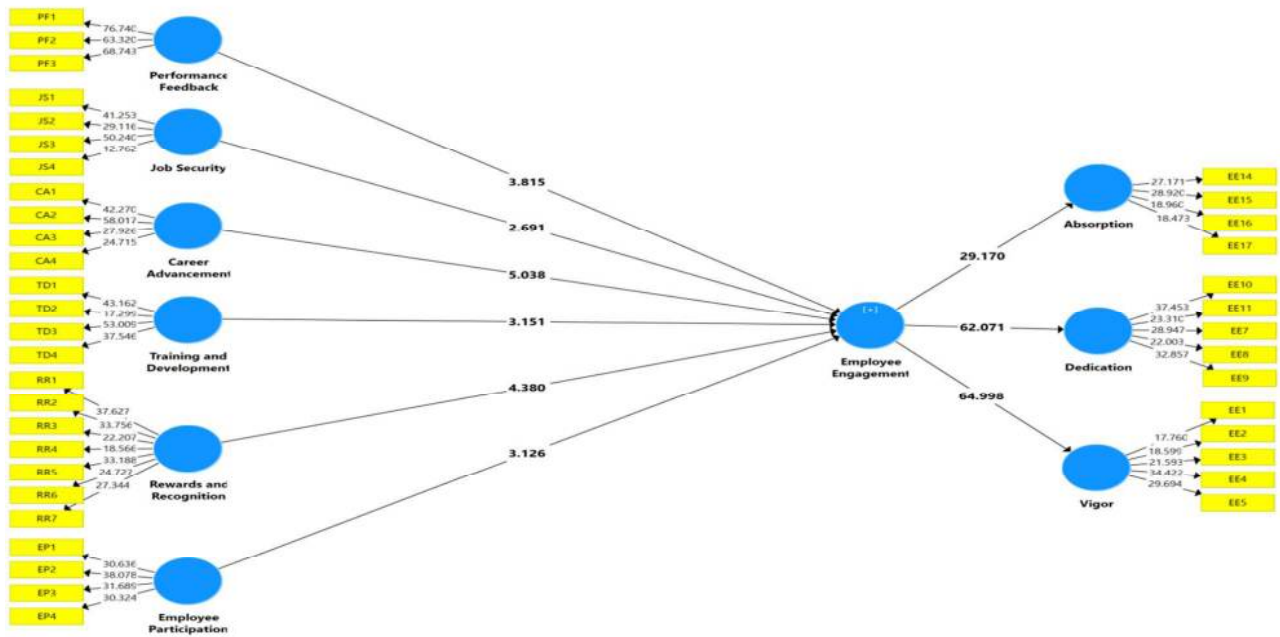


Figure 2
PLS bootstrapping for HRM practices and employee engagement

Mediation test

Likely, to the first structural path model, the second model is also analyzed by using the PLS-SEM bootstrapping process with 5000 samples to test the mediation effect on the link between HRM practices and employee engagement. Hair et al. (2014) stated that the bootstrapping procedure is the appropriately suited for the PLS-SEM mediation testing. To facilitate the testing of mediation effects using PLS-SEM bootstrapping method, this study examines the path coefficient for path “a” and path “b” where the path “a” exhibits the relationship between independent to mediating variables and path “b” represents the links between mediator to dependent variables as suggested by Hair et al. (2014). Lastly, the VAF (variance accounted for) value has been calculated to get the extent of mediating impact on a proposed relationship (Hair et al., 2014). In Table 6, it is found that the entire path “a” relationships between HRM practices and organizational commitment are statistically significant and path “b” relationship between organizational commitment and employee engagement is also significant. It also shows the direct

path (c) relationships between HRM practices and employee engagement in the presence of organizational commitment and all the hypothesized paths are statistically significant.

Table 6
Results of structural path model of indirect effects

Paths	Hypothesized Paths	Path Coefficient	Std. Error	T-Value	P-Value
Path a (IV to Mediator)	CA -> OC	0.198	0.053	3.778	<0.001
	EP -> OC	0.138	0.051	2.696	0.007
	JS -> OC	0.149	0.05	2.987	0.003
	PF -> OC	0.108	0.06	1.792	0.073
	R&R -> OC	0.144	0.058	2.472	0.013
	T&D -> OC	0.148	0.063	2.327	0.020
Path b (Mediator to DV)	OC -> EE	0.282	0.047	5.98	<0.001
Path c' (IV to Mediator to DV)	CA -> EE	0.182	0.05	3.607	<0.001
	EP -> EE	0.111	0.045	2.458	0.014
	JS -> EE	0.072	0.042	1.7	0.089
	PF -> EE	0.123	0.042	2.921	0.004
	R&R -> EE	0.166	0.045	3.646	<0.001
	T&D -> EE	0.107	0.043	2.462	0.014

EE=Employee Engagement, PF=Performance Feedback, JS=Job Security, CA=Career Advancement, T&D=Training & Development, R&R=Rewards & Recognition, EP=Employee Participation, OC=Organizational Commitment

To estimate the size of the indirect effect, VAF (variance accounted for) value has been calculated means that to what extent the variances of employee engagement can be explained directly by HRM practices and, how much of that particular variances can be explained by the indirect links through organizational commitment. According to Hair et al. (2014), the VAF value is below 20% exhibits that there is no mediation effect, VAF value is above 80% considers full mediation, whilst the partial mediation arise when the VAF value belongs to higher than 20% but less than 80%. Figure 3 and similarly Table 7, exhibit the mediation effect of OC on the link between career advancement and employee engagement is significant ($\beta=.056$, $p<.01$) with a VAF value 23.48% which is greater than 20% but less than 80% depicts partial mediation of OC on career advancement and employee engagement relationship (partially support H2a). Similarly, employee participation and employee engagement relationship ($\beta=.039$, $p<.05$) is also partially mediated by OC (partially support H2b) as the VAF value is 26% that is higher than 20%. The indirect relationship of job security and employee engagement ($\beta=.042$, $p<.05$) is statistically significant at .05 significance level though it is partially mediated as the VAF value (VAF=36.85%) is less than 80% (partially supported H2c). Lastly, the TD->OC->EE

relationship ($\beta=.042$, $p<.05$) is also partially mediated (partially supported H2f) with a VAF value of 28.06%. However, there is no mediation is found for PF \rightarrow OC \rightarrow EE relationship ($\beta=.030$, $p<.10$) though the link is significant, it carries a VAF value (19.85%) less than 20% (H2d, not supported). Similarly, OC cannot mediate relationship between rewards & recognition and employee engagement ($\beta=.041$, $p<.05$) in spite of having a significant linkage, the VAF value (VAF=19.655) (H2e, not supported) does not attain the threshold value for mediation. In brief, among all the six indirect paths, only four relationships namely, between career advancement, employee participation, job security, training & development and employee engagement are partially mediated through OC. The other two relationships between performance feedback, rewards & recognition and employee engagement are not found to have mediation effect.

Table 7
Results of mediation test of organizational commitment

Relationships	Path a*b	Std. Error	T-Value	P-Value	VAF	Decision
CA \rightarrow OC \rightarrow EE	0.056	0.017	3.345	0.001	23.477	Partially mediation
EP \rightarrow OC \rightarrow EE	0.039	0.017	2.324	0.021	25.959	Partially mediation
JS \rightarrow OC \rightarrow EE	0.042	0.017	2.423	0.016	36.852	Partially mediation
PF \rightarrow OC \rightarrow EE	0.030	0.018	1.654	0.099	19.847	No mediation
R&R \rightarrow OC \rightarrow EE	0.041	0.018	2.299	0.022	19.655	No mediation
T&D \rightarrow OC \rightarrow EE	0.042	0.019	2.200	0.028	28.060	Partially mediation

EE=Employee Engagement, PF=Performance Feedback, JS=Job Security, CA=Career Advancement, T&D=Training & Development, R&R=Rewards & Recognition, EP=Employee Participation, OC=Organizational Commitment

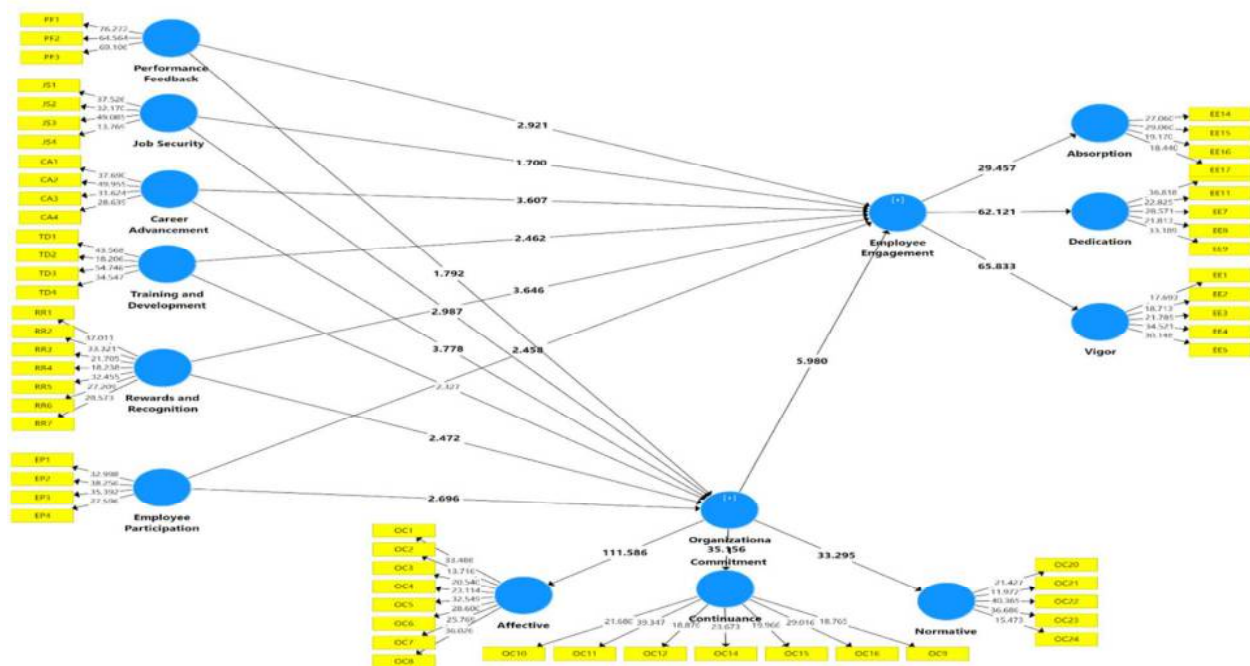


Figure 3
PLS-SEM bootstrapping indirect relationship (mediating relationship)

5. Discussion

In regard to a crucial need of research to investigate the relationship between HRM practices, OC and employee engagement in the context of banking employees, results reveal that all the HRM practices are significant predictors of employee engagement. In fact, all the six HRM practices perceived by banking employees are inspired them to be engaged more in performing their role. This study finding is in line with the suggestions of Chen (2017), Van De Voorde and Beijer (2015) and Alias et al. (2014) that HRM practices can positively improves the level of employee engagement if adequately introduced and properly managed. In addition, it suggests that HRM practices needs to be prioritized and be provided adequate focus by the management to boost employee engagement. Findings support that if banks introduce a proper HRM system for their employees, they feel that their organizations are concerned about their well-being that make them more engaged at their work. In general, findings of this current study are in the line with SET (Blau, 1964) suggest that the reciprocal social exchange relationships can be generated between two different parties (i.e. employer and employee) within the organizations. HRM practices, therefore, work as a social exchange instruments introduced by the organizations to motivate their employees in a positive way and provide them socio-economic and emotional resources (Cropanzano and Mitchell, 2005) which, in turn, feel employees obliged and make them more engaged towards their job in a kind of repayment. Moreover, this study results find a partial support for mediation effect of OC on the relationship between HRM practices and employee engagement. More specifically, among the six hypothesized relationships of HRM

practices and employee engagement, only four relationships are partially mediated by OC. In addition, other two relationships between HRM practices (namely, performance feedback and rewards & recognition) and employee engagement, are not mediated by OC. Though several studies (e.g., Huang et al., 2017; Karatepe, 2013; Tang and Tang, 2012) suggest that HRM practices and employee performance relationship works through a mechanism called black-box stage, this study identifies a strong direct relationship between HRM practices and employee engagement rather an indirect relationship. Results indicate that HRM practices not necessarily always follow the black-box stage of indirect effect on employee behavior such as employee engagement rather they itself have the significant direct relationship with employee engagement. This study, thus, partially validates the black-box stage as the direct relationship between HRM practices and employee engagement is very high and these relationships slightly absorbed after including the mediator OC.

7. Implications

Regarding the theoretical contribution, the current research provides additional empirical literature in the field of organizational behavior, HRM development and employee engagement. Specifically, this study developed a model to explain the relationship between individual HRM practices and employee engagement. Previous studies (Van De Voorde and Beijer, 2015; Menguc et al., 2013; Azoury et al., 2013; Alfes et al., 2013; Bal et al., 2013) gave emphasis on a bundle of HRM practices to predict employee engagement rather to focus on the role of individual HRM practices in enhancing employee engagement. While very few studies (Gitanjali et al., 2010; Mohapatra and Sharma, 2010) considered individual HRM practices to predict employee engagement treating OC and employee engagement as a same construct. The current research theoretically provides an additional knowledge regarding the predictors of employee engagement by demonstrating that all the six HRM practices namely, career advancement, employee participation, job security, performance feedback, rewards & recognition, training & development are highly significant predictors of employee engagement. The study findings further extend the knowledge of understanding regarding black-box stage on the relationship suggesting that if direct relationship between independent and dependent variable is weak only then mediator variable can play an important role to explain black-box stage.

Moreover, these results help bank policy makers to design their HRM policies recommending that HRM practices are significant catalyst to make banking employees' more energetic, dedicated, and enthusiastic during their role performance and thus, HRM practices need to be prioritized in the banks.

The organizational success and significance depends on the performance excellence of employees by developing and adopting new approaches, techniques and skills. Organizations should exert efforts and nurture human capital to foster its commitment and engagement conduct. Moreover, OC involves the emotional attachment of employees to an organization, it provides them the confidence to ask for necessary resources and exert energy towards their jobs, which in turn improves the level of employees' well-being (Zayas-Ortiz et al., 2015). The findings of this study allow creating leaders who can develop the attributes to contribute in the organizational achievement through a process within a very challenging global environment. Further, these

individuals might affect the organizations and the community at large building a good moral to enhance the quality of life in their society.

8. Limitations and future research

Though this research has several theoretical and managerial contributions, it, likewise other empirical research, also suffers from some limitations that needs to be addressed. However, these limitations might be considered for the ground of future research, but still findings of this study need to be interpreted by taking into consideration of these flaws. Firstly, this study applies a cross-sectional method by which data has been collected at once during the research period (Zikmund et al., 2013). Such type of methods does not allow researcher to establish a causal relationship among the key study variables. Cross-sectional approach, unlike to the longitudinal or experimental research design, cannot measure the significant change in key variables over the time, that makes it inappropriate in causal studies (Cohen et al., 2013).

Another apparent drawback is that as this study only focuses on six HRM practices as the major predictors of employee engagement, this study incorporates only one part of organizational factors to explain the variances of employee engagement. However, other factors might also be able to explain the variances of employee engagement significantly. In this regard, the future research may include other potential antecedents of employee engagement such as organizational culture, leadership traits, and organizational politics etc., and extend the present framework that may enhance the percentage of explained variances.

9. Conclusion

The primary objective of this research is to investigate the factors that might have the association to banking sector employees' engagement. The main purpose of this study is to explore the role of HRM practices on employee engagement based on SET. It also includes the mediating role of OC on employee engagement in the context of banking sector employees in Bangladesh. The present study makes contributions by extending the existing literature based on the relationships among HRM practices, OC and employee engagement. Although very few studies have examined the role of specific HRM practices on employee engagement, the current study extends the existing literature by tackling the identified research gaps through integrating OC as a mediating variable that explains the reasons of why and how HRM practices and employee engagement relationship works. Conclusively, despite having of mixed results, however, this study manages to provide support for the application of SET, in which all the HRM practices have direct significant relationships with employee engagement and also able to generate positive employee attitudes towards the organization (OC) that subsequently, affect employee engagement.

References

- A. Agarwal, U., 2014. Examining the impact of social exchange relationships on innovative work behaviour: Role of work engagement. *Team Performance Management*, 20(3/4), pp.102-120.

- Ahmed, M. (2017). Contribution of private banks to economy. *The Financial Express*. [online] Available at: <https://thefinancialexpress.com.bd/views/letters/contribution-of-private-banks-to-economy-1507826536> [Accessed 20 Dec. 2017].
- Ahmad, M. and Allen, M., 2015. High performance HRM and establishment performance in Pakistan: an empirical analysis. *Employee Relations*, 37(5), pp.506-524.
- Albrecht, S., 2006. Predictors of employee extra-role performance and turnover intentions in the public sector: An integrated model. *International Journal of Human Resources Development and Management*, 6(2-4), pp.263-278.
- Albrecht, S.L., 2012. The influence of job, team and organizational level resources on employee well-being, engagement, commitment and extra-role performance: Test of a model. *International Journal of Manpower*, 33(7), pp.840-853.
- Albrecht, S.L. and Andretta, M., 2011. The influence of empowering leadership, empowerment and engagement on affective commitment and turnover intentions in community health service workers: Test of a model. *Leadership in Health Services*, 24(3), pp.228-237.
- Alias, N., Noor, N., and Hassan, R., 2014. Examining the mediating effect of employee engagement on the relationship between talent management practices and employee retention in the Information and Technology (IT) organizations in Malaysia. *Journal of Human Resources Management and Labor Studies*, 2(2), pp. 227-242.
- Allen, N.J. and Meyer, J.P., 1990. Organizational socialization tactics: A longitudinal analysis of links to newcomers' commitment and role orientation. *Academy of management journal*, 33(4), pp.847-858.
- Allen, N.J. and Meyer, J.P., 1996. Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of vocational behavior*, 49(3), pp.252-276.
- Al Mehrzi, N. and Singh, S.K., 2016. Competing through employee engagement: a proposed framework. *International Journal of Productivity and Performance Management*, 65(6), pp.831-843.
- Alfes, K., Shantz, A.D., Truss, C. and Soane, E.C., 2013. The link between perceived human resource management practices, engagement and employee behaviour: a moderated mediation model. *The international journal of human resource management*, 24(2), pp.330-351.
- Ashill, N.J. and Rod, M., 2011. Burnout processes in non-clinical health service encounters. *Journal of Business Research*, 64(10), pp.1116-1127.
- Asian Development Bank Database, (2008). *ADB's official website*. [online] Available at: <http://www.adb.org/countries/bangladesh/economy/> [Accessed 20 Apr. 2015].
- Azoury, A., Daou, L. and Sleiaty, F., 2013. Employee engagement in family and non-family firms. *International Strategic Management Review*, 1(1), pp.11-29.

- Bagozzi, R.P. and Yi, Y., 1988. On the evaluation of structural equation models. *Journal of the academy of marketing science*, 16(1), pp.74-94.
- Bakker, A.B. and Demerouti, E., 2007. The job demands-resources model: State of the art. *Journal of managerial psychology*, 22(3), pp.309-328.
- Bakker, A.B. and Demerouti, E., 2008. Towards a model of work engagement. *Career development international*, 13(3), pp.209-223.
- Bakker, A.B. and Schaufeli, W.B., 2008. Positive organizational behavior: Engaged employees in flourishing organizations. *Journal of organizational behavior*, 29(2), pp.147-154.
- Bakker, A.B. and Bal, M.P., 2010. Weekly work engagement and performance: A study among starting teachers. *Journal of Occupational and Organizational Psychology*, 83(1), pp.189-206.
- Bal, P.M., Kooij, D.T. and De Jong, S.B., 2013. How do developmental and accommodative HRM enhance employee engagement and commitment? The role of psychological contract and SOC strategies. *Journal of Management Studies*, 50(4), pp.545-572.
- Blau, P.M., 1964. *Exchange and power in social life*. Transaction Publishers.
- Boon, C. and Kalshoven, K., 2014. How High Commitment HRM Relates to Engagement and Commitment: The Moderating Role of Task Proficiency. *Human Resource Management*, 53(3), pp.403-420.
- Boselie, P., Dietz, G. and Boon, C., 2005. Commonalities and contradictions in HRM and performance research. *Human resource management journal*, 15(3), pp.67-94.
- Brown, D. and Reilly, P., 2013. Reward and engagement: The new realities. *Compensation & Benefits Review*, 45(3), pp.145-157.
- Caesens, G., Stinglhamber, F. and Luybaert, G., 2014. The impact of work engagement and workaholism on well-being: The role of work-related social support. *Career Development International*, 19(7), pp.813-835.
- Chen, S.L., 2017. Cross-level effects of high-commitment work systems on work engagement: the mediating role of psychological capital. *Asia Pacific Journal of Human Resources*.
- Chen, L.Y., 2004. Examining the effect of organization culture and leadership behaviors on organizational commitment, job satisfaction, and job performance at small and middle-sized firms of Taiwan. *Journal of American Academy of Business*, 5(1/2), pp.432-438.
- Chin, W.W., 1998. The partial least squares approach to structural equation modeling. *Modern methods for business research*, 295(2), pp.295-336.
- Chin, W.W., Marcolin, B.L. and Newsted, P.R., 2003. A partial least squares latent variable modeling approach for measuring interaction effects: Results from a Monte Carlo simulation study and an electronic-mail emotion/adoption study. *Information systems research*, 14(2), pp.189-217.

- Christian, M.S., Garza, A.S. and Slaughter, J.E., 2011. Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel psychology*, 64(1), pp.89-136.
- Chughtai, A.A. and Buckley, F., 2011. Work engagement: antecedents, the mediating role of learning goal orientation and job performance. *Career Development International*, 16(7), pp.684-705.
- Chuang, C.H. and Liao, H.U.I., 2010. Strategic human resource management in service context: Taking care of business by taking care of employees and customers. *Personnel psychology*, 63(1), pp.153-196.
- Cohen, J., Cohen, P., West, S.G. and Aiken, L.S., 2013. *Applied multiple regression/correlation analysis for the behavioral sciences*. Routledge.
- Cropanzano, R. and Mitchell, M.S., 2005. Social exchange theory: An interdisciplinary review. *Journal of management*, 31(6), pp.874-900.
- Dalal, R.S., Baysinger, M., Brummel, B.J. and LeBreton, J.M., 2012. The relative importance of employee engagement, other job attitudes, and trait affect as predictors of job performance. *Journal of Applied Social Psychology*, 42(S1).
- Delery, J.E. and Doty, D.H., 1996. Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. *Academy of management Journal*, 39(4), pp.802-835.
- Delery, J.E. and Shaw, J.D., 2001. The strategic management of people in work organizations: Review, synthesis, and extension. In *Research in personnel and human resources management* (pp. 165-197). Emerald Group Publishing Limited.
- Demerouti, E. and Cropanzano, R., 2010. From thought to action: Employee work engagement and job performance. *Work engagement: A handbook of essential theory and research*, 65, pp.147-163.
- Duarte, P.A.O. and Raposo, M.L.B., 2010. A PLS model to study brand preference: An application to the mobile phone market. In *Handbook of partial least squares* (pp. 449-485). Springer Berlin Heidelberg.
- Fabi, B., Lacoursière, R. and Raymond, L., 2015. Impact of high-performance work systems on job satisfaction, organizational commitment, and intention to quit in Canadian organizations. *International Journal of Manpower*, 36(5), pp.772-790.
- Fornell, C. and Larcker, D.F., 1981. Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of marketing research*, pp.382-388.
- Gitanjali, Sharma, Y. and Sharma, B.R., 2010. Search for the Drivers of Employee Engagement among Executives of a Manufacturing Organisation. *Management and Labour Studies*, 35(2), pp.189-207.

- Gruman, J.A. and Saks, A.M., 2011. Performance management and employee engagement. *Human Resource Management Review*, 21(2), pp.123-136.
- Guzzo, R.A. and Noonan, K.A., 1994. Human resource practices as communications and the psychological contract. *Human resource management*, 33(3), pp.447-462.
- Hair, J.F., Sarstedt, M., Ringle, C.M. and Mena, J.A., 2012. An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the academy of marketing science*, 40(3), pp.414-433.
- Hair Jr, J.F., Hult, G.T.M., Ringle, C. and Sarstedt, M., 2016. *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage Publications.
- Hakanen, J.J. and Roodt, G., 2010. Using the job demands-resources model to predict engagement: Analysing a conceptual model. *Work engagement: A handbook of essential theory and research*, pp.85-101.
- Hallberg, U.E. and Schaufeli, W.B., 2006. "Same same" but different? Can work engagement be discriminated from job involvement and organizational commitment?. *European psychologist*, 11(2), pp.119-127.
- Hansen, A., Byrne, Z. and Kiersch, C., 2014. How interpersonal leadership relates to employee engagement. *Journal of Managerial Psychology*, 29(8), pp.953-972.
- Henseler, J., Ringle, C. M., and Sarstedt, M., 2015. A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Academy of Marketing Science Journal*, 43(1), pp. 115-135.
- Hayes, A.F. and Preacher, K.J., 2010. Quantifying and testing indirect effects in simple mediation models when the constituent paths are nonlinear. *Multivariate behavioral research*, 45(4), pp.627-660.
- Hoon Song, J., Hun Lim, D., Gu Kang, I. and Kim, W., 2014. Team performance in learning organizations: mediating effect of employee engagement. *The learning organization*, 21(5), pp.290-309.
- Huang, Y., Ma, Z. and Meng, Y., 2017. High-performance work systems and employee engagement: empirical evidence from China. *Asia Pacific Journal of Human Resources*.
- Ivancevich, J., Konopaske, R. and Matteson, M., 2006. *Organizational Behavior*. McGraw-Hill Publishers, Mexico.
- Jose, G. and Mampilly, S.R., 2014. Psychological empowerment as a predictor of employee engagement: An empirical attestation. *Global Business Review*, 15(1), pp.93-104.
- Kahn, W.A., 1990. Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, 33(4), pp.692-724.
- Kara, D., Uysal, M., Sirgy, M.J. and Lee, G., 2013. The effects of leadership style on employee well-being in hospitality. *International Journal of Hospitality Management*, 34, pp.9-18.

- Karatepe, O.M., 2011. Do job resources moderate the effect of emotional dissonance on burnout? A study in the city of Ankara, Turkey. *International Journal of Contemporary Hospitality Management*, 23(1), pp.44-65.
- Karatepe, O.M., 2013. High-performance work practices and hotel employee performance: The mediation of work engagement. *International Journal of Hospitality Management*, 32, pp.132-140.
- Katou, A.A., 2017. How does Human Resource Management influence Organisational Performance? An Integrative Approach Based Analysis. *International Journal of Productivity and Performance Management*, 66(6).
- Kusluvan, S., Kusluvan, Z., Ilhan, I. and Buyruk, L., 2010. The human dimension: A review of human resources management issues in the tourism and hospitality industry. *Cornell Hospitality Quarterly*, 51(2), pp.171-214.
- Lee Whittington, J. and Galpin, T.J., 2010. The engagement factor: building a high-commitment organization in a low-commitment world. *Journal of Business Strategy*, 31(5), pp.14-24.
- Lee, J. and Ok, C.M., 2016. Hotel employee work engagement and its consequences. *Journal of Hospitality Marketing & Management*, 25(2), pp.133-166.
- Leroy, H., Anseel, F., Dimitrova, N.G. and Sels, L., 2013. Mindfulness, authentic functioning, and work engagement: A growth modeling approach. *Journal of Vocational Behavior*, 82(3), pp.238-247.
- Li, X., Sanders, K. and Frenkel, S., 2012. How leader-member exchange, work engagement and HRM consistency explain Chinese luxury hotel employees' job performance. *International Journal of Hospitality Management*, 31(4), pp.1059-1066.
- Lowry, P.B. and Gaskin, J., 2014. Partial least squares (PLS) structural equation modeling (SEM) for building and testing behavioral causal theory: When to choose it and how to use it. *IEEE Transactions on Professional Communication*, 57(2), pp.123-146.
- Lu, K., Zhu, J. and Bao, H., 2015. High-performance human resource management and firm performance: The mediating role of innovation in China. *Industrial Management & Data Systems*, 115(2), pp.353-382.
- M. Karatepe, O. and Demir, E., 2014. Linking core self-evaluations and work engagement to work-family facilitation: a study in the hotel industry. *International Journal of Contemporary Hospitality Management*, 26(2), pp.307-323.
- Macey, W.H. and Schneider, B., 2008. The meaning of employee engagement. *Industrial and Organizational Psychology*, 1(1), pp.3-30.
- Macey, W.H., Schneider, B., Barbera, K.M. and Young, S.A., 2011. *Employee engagement: Tools for analysis, practice, and competitive advantage* (Vol. 31). John Wiley & Sons.

- Masum, A.K.M., Azad, M.A.K. and Beh, L.S., 2016. The role of human resource management practices in bank performance. *Total Quality Management & Business Excellence*, 27(3-4), pp.382-397.
- May, D.R., Gilson, R.L. and Harter, L.M., 2004. The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of occupational and organizational psychology*, 77(1), pp.11-37.
- Mehedi, F. and Sumon RH. (2012) 'Women in banking sector fall far behind men', *The Asian Age*, 26 April [Online]. Available at: <http://dailyasianage.com/news/58319/women-in-banking-sector-fall-far-behind-men> (Accessed: 06 August 2017).
- Menguc, B., Auh, S., Fisher, M. and Haddad, A., 2013. To be engaged or not to be engaged: The antecedents and consequences of service employee engagement. *Journal of business research*, 66(11), pp.2163-2170.
- Misra, P., Jain, S. and Sood, A., 2013. Compensation: impact of rewards and organisational justice on turnover intentions and the role of motivation and job satisfaction: a study of retail store operations in NCR. *International Journal of Human Resources Development and Management*, 13(2-3), pp.136-152.
- Meyer, J.P. and Allen, N.J., 1991. A three-component conceptualization of organizational commitment. *Human resource management review*, 1(1), pp.61-89.
- Mohapatra, M. and Sharma, B.R., 2010. Study of employee engagement and its predictors in an Indian public sector undertaking. *Global business review*, 11(2), pp.281-301.
- Nguyen, C.V., Islam, A.M. and Ali, M.M., 2011. The current state of the financial sector of bangladesh: An analysis. *American International University-Bangladesh, Office of Research and Publications (ORP)*.
- Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M., 2010. Manajemen sumber daya manusia: mencapai keunggulan bersaing. *Human Resources Management: Gaining a Competitive Advantage*.
- Othman, N. and Nasurdin, A.M., 2013. Social support and work engagement: a study of Malaysian nurses. *Journal of Nursing Management*, 21(8), pp.1083-1090.
- Panaccio, A. and Vandenberghe, C., 2009. Perceived organizational support, organizational commitment and psychological well-being: A longitudinal study. *Journal of Vocational Behavior*, 75(2), pp.224-236.
- Papalexandris, N. and Galanaki, E., 2009. Leadership's impact on employee engagement: Differences among entrepreneurs and professional CEOs. *Leadership & Organization Development Journal*, 30(4), pp.365-385.
- Presbitero, A., 2017. How do changes in human resource management practices influence employee engagement? A longitudinal study in a hotel chain in the Philippines. *Journal of Human Resources in Hospitality & Tourism*, 16(1), pp.56-70.

- Rai, A., Rai, A., Ghosh, P., Ghosh, P., Chauhan, R., Chauhan, R., Mehta, N.K. and Mehta, N.K., 2017. Influence of job characteristics on engagement: does support at work act as moderator?. *International Journal of Sociology and Social Policy*, 37(1/2), pp.86-105.
- Reissner, S. and Pagan, V., 2013. Generating employee engagement in a public–private partnership: management communication activities and employee experiences. *The International Journal of Human Resource Management*, 24(14), pp.2741-2759.
- Rich, B.L., Lepine, J.A. and Crawford, E.R., 2010. Job engagement: Antecedents and effects on job performance. *Academy of management journal*, 53(3), pp.617-635.
- Robertson, I.T., Jansen Birch, A. and Cooper, C.L., 2012. Job and work attitudes, engagement and employee performance: Where does psychological well-being fit in?. *Leadership & Organization Development Journal*, 33(3), pp.224-232.
- Rothbard, N.P., 2001. Enriching or depleting? The dynamics of engagement in work and family roles. *Administrative science quarterly*, 46(4), pp.655-684.
- Rousseau, D.M. and Greller, M.M., 1994. Human resource practices: Administrative contract makers. *Human Resource Management*, 33(3), pp.385-401.
- Saks, A.M., 2006. Antecedents and consequences of employee engagement. *Journal of managerial psychology*, 21(7), pp.600-619.
- Salanova, M., Agut, S. and Peiró, J.M., 2005. Linking organizational resources and work engagement to employee performance and customer loyalty: the mediation of service climate. *Journal of applied Psychology*, 90(6), p.1217.
- Schaufeli, W.B., Salanova, M., González-Romá, V. and Bakker, A.B., 2002. The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness studies*, 3(1), pp.71-92.
- Schaufeli, W.B. and Bakker, A.B., 2010. Defining and measuring work engagement: Bringing clarity to the concept. *Work engagement: A handbook of essential theory and research*, pp.10-24.
- Sekaran, U., 2003. *Research Methods for Business: A skill-building approach*. New York: John Willey and Son. *Inc Year*.
- Sekaran, U. and Bougie, R., (2010). *Research methods for business: A skill building approach*. Wiley.
- Shuck, B., Reio Jr, T.G. and Rocco, T.S., 2011. Employee engagement: An examination of antecedent and outcome variables. *Human resource development international*, 14(4), pp.427-445.
- Shuck, B., Twyford, D., Reio, T.G. and Shuck, A., 2014. Human resource development practices and employee engagement: Examining the connection with employee turnover intentions. *Human Resource Development Quarterly*, 25(2), pp.239-270.

- Snell, S. and Bohlander, G., 2013. *Managing Human Resources*. South-Western. *Australia, Cengage Learning*.
- Soane, E., Shantz, A., Alfes, K., Truss, C., Rees, C. and Gatenby, M., 2013. The association of meaningfulness, well-being, and engagement with absenteeism: a moderated mediation model. *Human Resource Management*, 52(3), pp.441-456.
- Stone, D.N., Deci, E.L. and Ryan, R.M., 2009. Beyond talk: Creating autonomous motivation through self-determination theory. *Journal of General Management*, 34(3), pp.75-91.
- Suan, C.L. and Mohd Nasurdin, A., 2014. Do human resource management practices affect employees' service-oriented organizational citizenship behavior? Evidence from the Malaysian hotel industry. *World Applied Sciences Journal*, 31(2), pp.253-266.
- Suan Choo, L., Mat, N. and Al-Omari, M., 2013. Organizational practices and employee engagement: a case of Malaysia electronics manufacturing firms. *Business Strategy Series*, 14(1), pp.3-10.
- Suliman, A.M. and Iles, P.A., 2000. The multi-dimensional nature of organisational commitment in a non-western context. *Journal of management development*, 19(1), pp.71-83.
- Suliman, A.A. and Al-Junaibi, Y., 2010. Commitment and turnover intention in the UAE oil industry. *The International Journal of Human Resource Management*, 21(9), pp.1472-1489.
- Taipale, S., Selander, K., Anttila, T. and Nätti, J., 2011. Work engagement in eight European countries: The role of job demands, autonomy, and social support. *International Journal of Sociology and Social Policy*, 31(7/8), pp.486-504.
- Theriou, G.N. and Chatzoglou, P.D., 2009. Exploring the best HRM practices-performance relationship: an empirical approach. *Journal of Workplace Learning*, 21(8), pp.614-646.
- Van De Voorde, K. and Beijer, S., 2015. The role of employee HR attributions in the relationship between high-performance work systems and employee outcomes. *Human Resource Management Journal*, 25(1), pp.62-78.
- van Gelderen, B.R. and Bik, L.W., 2016. Affective organizational commitment, work engagement and service performance among police officers. *Policing: An International Journal of Police Strategies & Management*, 39(1), pp.206-221.
- Vemić-Đurković, J., Jotić, J. and Marić, R., 2013. A comparative analysis of contribution of human resource management to organizational performance of banks in Serbia. *Industrija*, 41(4), pp.91-107.
- Vinzi, V.E., Chin, W.W., Henseler, J. and Wang, H., 2010. Perspectives on partial least squares. In *Handbook of Partial Least Squares* (pp. 1-20). Springer Berlin Heidelberg.
- Welch, M., 2011. The evolution of the employee engagement concept: communication implications. *Corporate Communications: An International Journal*, 16(4), pp.328-346.

- Wijnmaalen, J., Heyse, L. and Voordijk, H., 2016. Organisational commitment and turnover intentions in humanitarian organisations. *International journal of human resources development and management*, 16(1-2), pp.47-66.
- Wollard, K.K. and Shuck, B., 2011. Antecedents to employee engagement: A structured review of the literature. *Advances in Developing Human Resources*, 13(4), pp.429-446.
- Woods, S.A. and Sofat, J.A., 2013. Personality and engagement at work: The mediating role of psychological meaningfulness. *Journal of Applied Social Psychology*, 43(11), pp.2203-2210.
- Wood, S. and de Menezes, L.M., 2011. High involvement management, high-performance work systems and well-being. *The International Journal of Human Resource Management*, 22(07), pp.1586-1610.
- Wright, P.M., Gardner, T.M. and Moynihan, L.M., 2003. The impact of HR practices on the performance of business units. *Human resource management journal*, 13(3), pp.21-36.
- Xanthopoulou, D., Bakker, A.B., Demerouti, E. and Schaufeli, W.B., 2009. Work engagement and financial returns: A diary study on the role of job and personal resources. *Journal of occupational and organizational psychology*, 82(1), pp.183-200.
- Yalabik, Z.Y., Popaitoon, P., Chowne, J.A. and Rayton, B.A., 2013. Work engagement as a mediator between employee attitudes and outcomes. *The International Journal of Human Resource Management*, 24(14), pp.2799-2823.
- Yeh, C.M., 2013. Tourism involvement, work engagement and job satisfaction among frontline hotel employees. *Annals of Tourism Research*, 42, pp.214-239.
- Zavyalova, E., Kosheleva, S. and Ardichvili, A., 2011. Human resource management and development practices in indigenous Russian companies and foreign MNCs: a comparative analysis. *International Journal of Human Resources Development and Management*, 11(2-4), pp.179-193.
- Zayas-Ortiz, M., Rosario, E., Marquez, E., and Colón Gruñeiro, P., 2015. Relationship between organizational commitments and organizational citizenship behaviour in a sample of private banking employees. *International Journal of Sociology and Social Policy*, 35(1/2), pp. 91-106.
- Zhou, J. and George, J.M., 2001. When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy of Management journal*, 44(4), pp.682-696.
- Zikmund, W.G., Babin, B.J., Carr, J.C. and Griffin, M., 2013. *Business research methods*. Cengage Learning.
- Zopiatis, A., Constanti, P. and Theocharous, A.L., 2014. Job involvement, commitment, satisfaction and turnover: Evidence from hotel employees in Cyprus. *Tourism Management*, 41, pp.129-140.

Biographies

Alima Aktar is a Doctoral candidate at Universiti Utara Malaysia (UUM). Her research interest focuses on employee engagement, human resource development and management, organizational commitment, organizational restructuring and intellectual capital. She has already published several articles in different referred journals. She also regularly attends various research conferences in her interested areas. Her teaching area covers human resource management, strategic human resource management, and international human resource management.

Dr. Faizuniah Pangil, an Associate Professor, is currently the Head of Human Resource Management Department, at the School of Business Management, College of Business. Recently, she leads a project to develop a National Human Resource Standards funded by Pembangunan Sumber Manusia Berhad (HRDF). This standard is to be used by HRDF for the certification of all HR professionals in Malaysia. Previously, Dr Faizuniah has conducted consultation, research, training and teaching in her area of expertise such as Human Resource Development, knowledge management, employee performance management and so on. She has published her work on various international journals like International Journal of Business Management Studies and at international conferences such as International Academic Conference as well as being the author and editor of books such as Principles of Entrepreneurship.