

Impact Of HRM Practices On Work Engagement In Teachers: Mediating Effect Of Psychological Capital

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Abstract

The objective of this research was to explore the mediating effect of psychological capital (PychoCap) between HRM Practices (HRMP) and work engagement (WorkEng). For this purpose, Data were collected from faculty members of four public sector universities of KP: University of Malakand, University of Peshawar, Gomal University and Abdul Wali Khan University Mardan through HRM Practices scale Teseema & Soeters (2006), PychoCap scale (Luthans, Avey, Avolio, Norman, & Combs, 2006) and WorkEng scale (Bakker, Demerouti, & Verbeke, 2004). The value of .513 between HRMP and WorkEng shows a significant positive correlation between HRMP and WorkEng. Similarly the value of .423 between HRMP and PychoCap shows a significant positive correlation between HRMP and PychoCap. The value of .235 between PychoCap and WorkEng shows a significant positive correlation between PychoCap and WorkEng. Furthermore, structure equation modelling showed a partial mediation between HRMP and WorkEng through PychoCap.

Keywords: Psychological Capital; HRMP; Work Engagement; University Teachers.

Introduction

In a rapidly changing corporate environment, managers are always pursuing human resource practices to turn an average staff into a highly competitive environment. Subsequently, in order to accomplish national progress, highly skilled workers are indispensable (Elsawy, 2022). HRMP boost employee performance and help reach long-term goals (A(Aboramadan, Albashiti, Alharazin, & Dahleez, 2020). Employees who have favorable impressions of HRMP in firms are more likely to adopt the

attitude and conduct that the organisation expects of them (Gürlek & Uygur, 2021). A lot of studies have tested the relationship of HRMP, PychoCap and WorkEng but no study has investigated the mediating effect of PychoCap between HRMP and WorkEng in teachers of public sector universities of KP. This study contributes to the literature by exploring PychoCap as a mediator between the relationship of HRMP and WorkEng.

Plethora of researches is available on the relationship among HRMP, PychoCap and WorkEng. Guan and Frenkel (2018) gathered data from 455 employees in five Chinese manufacturing enterprises to investigate the link between human resource practices and job engagement. Their findings demonstrated a substantial link between HRMP and job engagement. Strong human resource management leads to higher levels of WorkEng. Alzyoud (2018) gathered data from 151 employees at a manufacturing business to study the impact of Human Resources Management (HRM) practices (employee development, employee communications, and recognitions and incentives) on WorkEng. Employee communication and WorkEng were found to be positively connected. Employee development and job engagement have a good association as well. Similarly, awards and recognitions and WorkEng were shown to be positively connected. Finally, it is discovered that HRM practices have an impact on employee WorkEng. Sattar, Ahmad, and Hassan (2015) gathered data from 181 workers of three main banks in Multan, Pakistan, namely Faysal Bank, Habib Bank and Allied Bank in order to investigate the influence of Human Resource (HR) practices on employee performance and satisfaction via the mediating function of WorkEng. The current study's findings show that employee empowerment and training have a greater impact on job satisfaction and performance than rewards/incentives. However, rewards/incentives are strongly tied to employees' participation in organisational activities. Overall, HRMP (rewards, training and empowerment) have a strong relationship with WorkEng. Silitonga, Ahmad, Simanjuntak, and Atrizka (2020) gathered information from 340 workers in order to examine the influence of HRMP on job engagement. Furthermore, the study looked at the effect of job demand as a mediator in the link between HRMP and WorkEng. The results of their study found that

there is a negative insignificant relationship between WorkEng and workload. The findings demonstrate that bank employees did not experience time constraints or difficulties while carrying out their duties and obligations at work.

Aybas and Acar (2017) gathered data from 590 private sector employees in Turkey to analyze PychoCap as a mediator and moderator in the interaction between human resource (HR) practices and employee WorkEng. According to the findings of this study, the impacts of skill-enhancing HRMP and motivation on job engagement was partially mediated but not moderated by PychoCap. Conversely, the impacts of opportunity-enhancing HRMP and working circumstances on WorkEng are partially mediated by PychoCap. Saleem, Isha, Yusop, Awan, and Naji (2022) studied the influence of PychoCap and job engagement on workers' safety behavior by collecting data from 345 workers across Malaysia. Hope, optimism, and job engagement, according to the findings, have a favorable and significant influence on safety compliance. Furthermore, hope, self-efficacy, resilience, optimism, and job engagement all have a favorable and substantial effect on safety involvement. Furthermore, both self-efficacy and optimism improve WorkEng. George, Okon, and Akaighe (2023) gathered data from 557 employees working in Nigeria to investigate the influence of PychoCap on job engagement and the function of emotional intelligence in mediating the interaction of PychoCap and WorkEng. According to the study's findings, PychoCap has a strong beneficial effect on job engagement. Notably, Emotional Intelligence completely buffers the connection between job engagement and PychoCap. The following hypotheses are developed keeping in view the above discussion.

H1: HRMP positively affects WorkEng in University teachers

H2: HRMP positively affects PychoCap in University teachers

H3: PychoCap positively affects WorkEng in University teachers

H4: PychoCap mediates the relationship between HRMP and WorkEng in University Teachers.

Methodology

Data collection Procedure

Data were collected from faculty members of four public sector universities of KP: University of Malakand, University of Peshawar, Gomal University and Abdul Wali Khan University Mardan. Prior to data collection, the participants were well informed of the purpose of this study. Four hundred and seventy five (N=475) questionnaires were distributed to teachers physically. Four hundred and thirty two questionnaires were returned within 40 days after two reminders. Four hundred and twenty four (N=424) questionnaires were found to have 100 % complete data. So they were used for research purpose.

Table 1: Reliability of HRMP

Scale	promotion practice	compensation practice	performance evaluation practice
Items	3	6	6
Reliability (Cronbach's Alfa)	.86	.89	.77

Measurement of PychoCap

PychoCap was measured through PychoCap scale adapted from (Luthans et al., 2006). This scale consists of Hope, Resiliency, Optimism and Efficacy. All dimensions of PychoCap consist of six items each. "Right now I see myself as being pretty successful at work" and "If I should find myself in a jam at work, I could think of many ways to get out of it" are examples of Hope. "When I have a setback at work, I have trouble recovering from it, moving on" and "I usually take stressful things at work in stride" are examples of

Measurement of HRMP

HRMP were measured through HRMP Scale adapted from Teseema & Soeters (2006). This scale consists of three dimensions which are promotion practice, compensation practice and performance evaluation practice. Compensation practice consists of 6 items, promotion practice 3 items and performance evaluation practice 6 items. "Presence of attractive compensation system" and "Presence of equitable internal salary" are examples of compensation practice. "Presence of written and operational performance evaluation" and "Performance evaluation has a lot to do with my salary" are examples of performance evaluation practice. "Presence of written and operational promotion policy" and "Provision of priority to seniority in promotion decision" are examples of promotion practice. HRMP were gauged through 5 points Likert Scale in which 1 indicates strongly disagree and 5, strongly agree. Reliability of all dimensions of HR Practice is given in table 1.

Resiliency. "I feel confident in representing my work area in meetings with management" and "I feel confident helping to set targets/goals in my work area" are examples of Efficacy. "I always look on the bright side of things regarding my job" and "If something can go wrong for me work-wise, it will" are examples of Optimism. PychoCap was gauged through 5 points Likert Scale in which 1 indicates strongly disagree and 5, strongly agree. Reliability of all dimensions of PychoCap is given in table 2.

Table 2: Reliability of PychoCap

Scale	Optimism	Hope	Resiliency	Efficacy
Items	6	6	6	6
Reliability (Cronbach's Alfa)	.87	.77	.86	.82

Measurement of WorkEng

WorkEng was measured through the 9-item shortened version Utrecht WorkEng Survey used by (Bakker et al., 2004). This scale consists of three dimensions which are dedication, vigor and absorption. Vigor consists of 5 items. "At my work, I feel bursting with energy" and "At my job, I feel strong and vigorous" are examples of vigor. Dedication consists of three items. "I am proud on the work that I do" and "When I get up in the

morning, I feel like going to work" are examples of dedication. Absorption consists of three items. "I am immersed in my work" and "I am immersed in my work" are examples of absorption. WorkEng was gauged through 5 points Likert Scale in which 1 indicates strongly disagree and 5, strongly agree. Reliability of all dimensions of WorkEng is given in table 3.

Table 3: Reliability of WorkEng

Scale	Vigor	Dedication	Absorption
Items	3	3	3
Reliability (Cronbach's Alfa)	.80	.84	.85

Table 4: Correlation between HRMP, PychoCap and WorkEng

	HRMP	PychoCap	WorkEng
HRMP	1	.423**	.513**
PychoCap	.423**	1	.235**
WorkEng	.513**	.235**	1

***. Correlation is significant at the 0.01 level (2-tailed)."

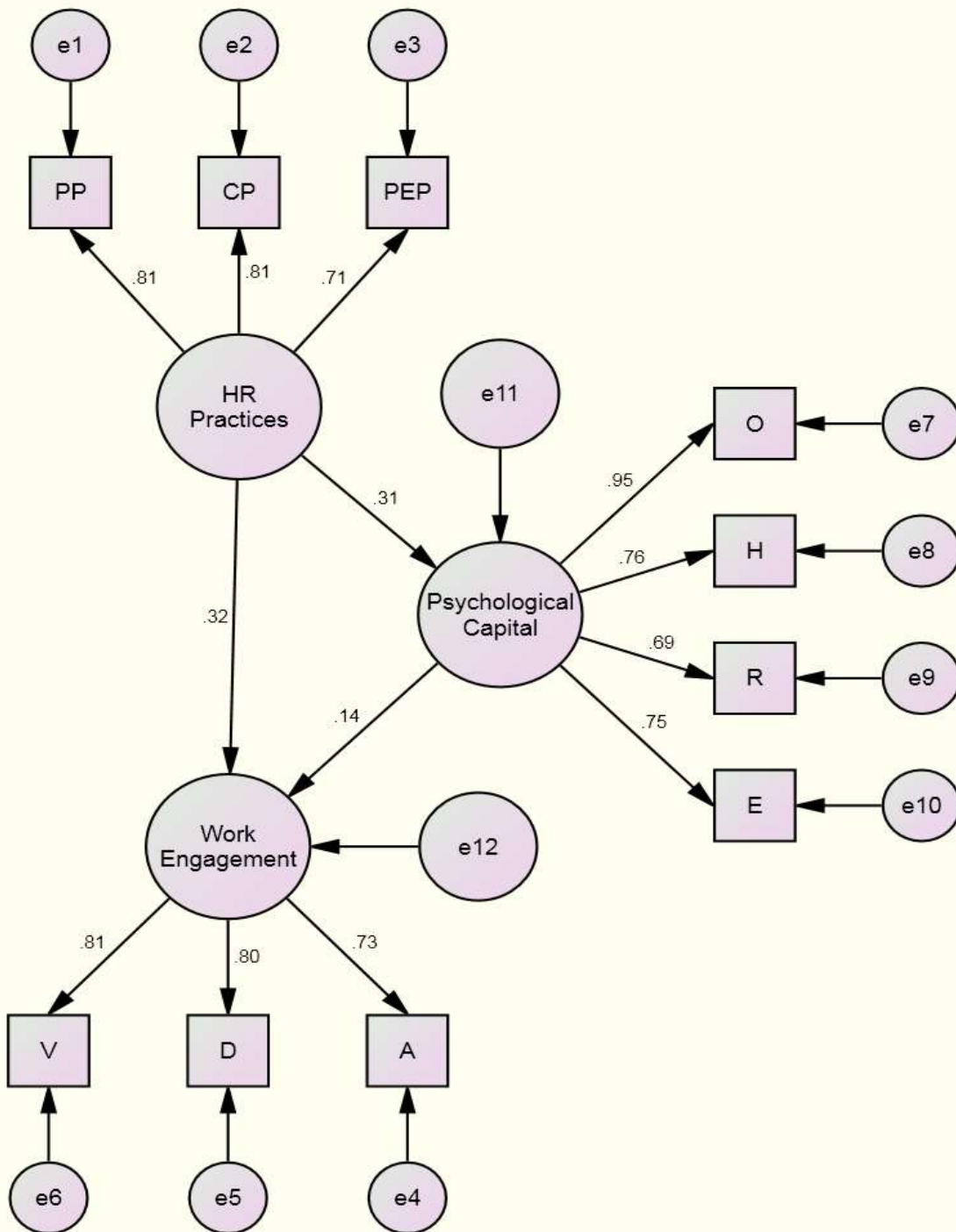
Table 4 depicts the correlation among HRMP, PychoCap and WorkEng. The value of .513 between HRMP and WorkEng shows a significant positive correlation between HRMP and WorkEng. Similarly the value of .423 between HRMP and PychoCap shows a significant positive correlation between HRMP and PychoCap. The value of .235 between PychoCap and WorkEng shows a significant

positive correlation between PychoCap and WorkEng. Therefore, we accept:

H1: HRMP positively affects WorkEng of University teachers

H2: HRMP positively affects PychoCap of University teachers

H3: PychoCap positively affects WorkEng of University teachers



The beta coefficient .38 with p value ≤ 0.05 between HRMP and WorkEng revealed that HRMP had a significant positive indirect impact on WorkEng. Before the inclusion of PychoCap as mediator between HRMP and WorkEng, the

beta coefficient was .49, with p value ≤ 0.05 , indicating that HRMP partially mediated the relationship between HRMP and WorkEng. The three factors model fit the data very well. The value of all Chi-square, 91.709; Degrees of freedom, 32; Probability level, 0.000; GFI, .984;

CFI, .972; RMR, .023; RMEASE, .062 were in acceptable range. So the model is accepted in this study and H4 is accepted. The weights of

standardized regression are given in table 5. The values of different indices have been mentioned in table 6.

			Estimate
PychoCap	<---	HRMP	.311
WorkEng	<---	PychoCap	.144
WorkEng	<---	HRMP	.324
PP	<---	HRMP	.806
CP	<---	HRMP	.808
PEP	<---	HRMP	.714
A	<---	WorkEng	.728
D	<---	WorkEng	.805
V	<---	WorkEng	.806
O	<---	PychoCap	.945
H	<---	PychoCap	.756
R	<---	PychoCap	.686
E	<---	PychoCap	.749

Table 6: Values of Indices

CMIN/	91.709
	32
	.000
CMIN/DF	2.866
RMR	.023
GFI	.964
CFI	.972
RMSEA	.062

Conclusion

The objective of this research was to explore the mediating effect of PychoCap between HRMP and WorkEng. For this purpose, Data were collected from faculty members of four public sector universities of KP: University of

Malakand, University of Peshawar, Gomal University and Abdul Wali Khan University Mardan through HRM Practices scale Teseema & Soeters (2006), PychoCap scale (Luthans et al., 2006) and WorkEng scale (Bakker et al., 2004). The value of .513 between HRMP and WorkEng shows a significant positive correlation between

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