

“The impact of HRM practices and employee behavior on career success”

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THE IMPACT OF HRM PRACTICES AND EMPLOYEE BEHAVIOR ON CAREER SUCCESS

Abstract

Objective and subjective criteria are essential measures of organizational success. However, prior studies ignored these criteria when assessing employees' career success. This study aims to examine the impact of HRM practices and employee behavior on career success for employees in the Greater Amman Municipality. This study adopted a survey for data collection, as 375 questionnaires were distributed to employees working at Greater Amman Municipality in Jordan. Four weeks were given to respondents to complete the survey. After the allotted time had passed, 246 questionnaires had been gathered, with a response rate of 65.6%. Of these, 246 questionnaires were deemed suitable for further analysis. Convenience sampling has been used as a key technique for collecting data. For data analysis, SPSS (version 25) and SmartPLS (version 3.3.9) statistical software were used. The findings indicated that objective and subjective criteria significantly affect career success. The results also showed that HRM practices and employee behavior significantly and positively influenced career success. Furthermore, employee behavior mediated the relationship between HRM practices and career success. Since each facet reflects a significant and distinctive component of career success, academics and researchers should focus on both the objective and subjective dimensions of career success.

Keywords

HRM practices, employee behavior, career success, objective career success, subjective career success, Greater Amman Municipality

JEL Classification

D23, J62, O15

INTRODUCTION

Individuals naturally want to succeed in their careers; the type of success they experience relies on their expectations (Chauhan et al., 2022). From the perspectives of both employees and employers, career success is crucial (Spurk et al., 2019). As a result, everyone who wants to succeed in their career is interested in this topic (Zhao et al., 2021). Employees and management will find developing more powerful career success strategies simple by learning the elements contributing to career success (Wu et al., 2022). To achieve career success, individuals need to set clear and realistic goals, develop the necessary skills and knowledge, and take actions that align with their goals. It is also important to be aware of industry trends and be prepared to adapt to changes in the job market. Moreover, networking and building strong relationships with colleagues and mentors can also be beneficial in advancing an employee's career.

The Greater Amman Municipality seeks to achieve career success for employees in order to maintain them and improve their outputs. The reason for this seeks is that a successful career can lead to financial stability, allowing individuals to meet their basic needs, save for the future, and enjoy a comfortable lifestyle. A successful career can also provide a sense of purpose and personal fulfillment, as individuals feel

valued for their contributions. On the other hand, Effective and acceptable HRM practices aim to enhance an individual's talents, skills, behaviors, and motivations and strike a balance between employees' personal and professional life, which contributes to achieving their career success (Aburumman et al., 2020). Moreover, HRM practices represent the duties and choices linked to hiring, developing, inspiring, and motivating employees while arranging the functional relationships necessary to maximize productivity and meet corporate goals (Malik & Lenka, 2020). Therefore, this study aims to examine the impact of HRM practices and employee behavior on career success for employees in the Greater Amman Municipality.

1. LITERATURE REVIEW AND HYPOTHESES

Academic researchers have extensively examined the career success of employees. For example, Hughes (1937) analyzed objective and subjective career success. Abele and Spurk (2009), Arthur et al. (2005), Ng et al. (2005), and Spurk et al. (2019) were more concerned with the linked components of career success and their subjective components than their objective components. Ebner and Paul (2022) and Golden and Eddleston (2020) avoid discussing objective career success. Ng et al. (2005) determined both objective and subjective outcomes crucial. Additionally, motivational factors, basic values, and beliefs directly influence the ability to succeed in an employee's career (Haenggli & Hirschi, 2020).

Individuals expect to succeed in their careers, and their expectations determine the degree of that achievement (Golden & Eddleston, 2020). The potential of employers to establish successful careers needs to be addressed (Spurk et al., 2019). However, employers can implement programs to enhance employee success (Aburumman et al., 2020). HRM practices are crucial because they may directly or indirectly affect employees' career success (Khan et al., 2015). Stumpf et al. (2010) observed a discrepancy between reality and the formal standards that result from HRM practices. A strong sense of unfairness may occur, detrimentally influencing the objective and subjective sides of career success (Klendauer & Deller, 2009).

In order to create motivation, achievement, and career happiness, management should use HRM practices to promote a healthy and friendly workplace atmosphere (Nayyab et al., 2011; Salleh et al., 2020). Individuals who meet their needs and expectations have higher levels of career success

(Akkermans & Tims, 2017); however, those who have their skills and knowledge developed more or less will still have a good or adverse effect on success at work (Kats et al., 2010). Furthermore, high compensation, suitable training, and development initiatives that advance career development positively affect both objective and subjective measures of career success (Aldoghan et al., 2022; Tremblay et al., 2014).

The investments in HRM practices create human capital that is intimately related to the organization, lowers the likelihood that they will leave, and improves attitude about their jobs (N. Takeuchi & T. Takeuchi, 2013). Tinti et al. (2017) indicated a significant impact of HRM practices on employee behavior, as HRM practices affect the dissemination of organizational image and creative suggestions from employee behavior agents. Moreover, Shen and Benson (2016) confirmed a positive relationship between HRM practices and extra-role behaviors that play an additional role and are fully mediated in their relationships through organizational identification.

According to Ababneh (2021), firms should focus more on honest performance appraisal systems and various rewards based on fair criteria if they want to change employee behavior. HRM practices, including hiring processes, training programs, performance reviews, rewards, pay, and career possibilities, significantly reinforce and improve employee behavior and increase their enthusiasm (Rubel et al., 2018; Saeed et al., 2019).

Employee behavior is essential because it directly affects the workgroup's productivity, employee success, and organizational development (Pellegrini et al., 2018). It also improves organizational performance and efficiency by fostering resource sharing, creativity, and adaptation

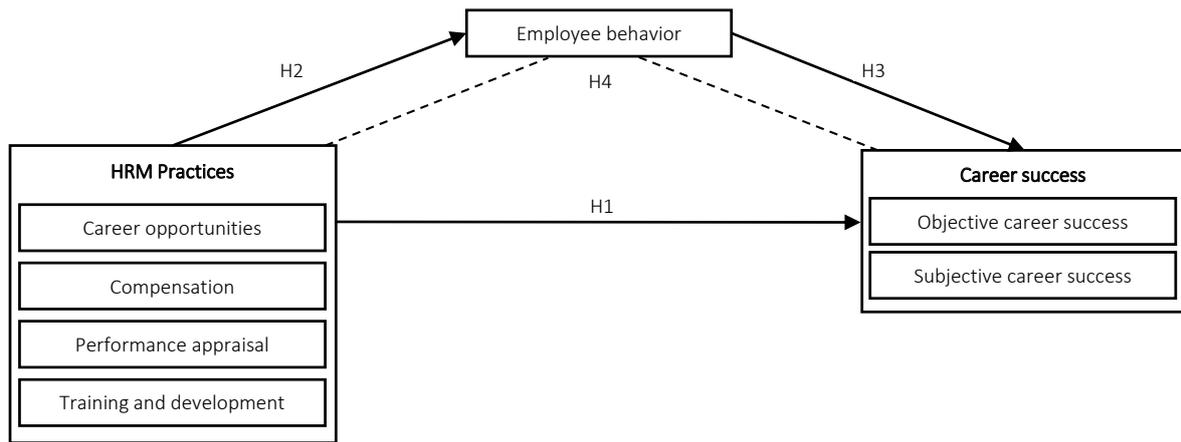


Figure 1. Theoretical framework

(Ababneh, 2021). Employees pass through their careers in exploration, establishment, maintenance, and decline career stages (Hu et al., 2014).

Making the best career decision is a concern for workers in the exploration period (Lumpkin, 2014). Employees who are just starting out are eager to build a career with their companies and place a strong emphasis on achievement at work (Coombs et al., 2018). Employees in the maintenance stage continue to contribute to their companies but are also preoccupied with matters outside of work (Lumpkin, 2014). In the decline stage, they spend time and effort planning for their lives after leaving their current jobs because they will soon quit their firms (Coombs et al., 2018). According to social exchange theory, there is an exchange between people, and employees reciprocate in terms of how they perceive and behave in response to treatment from their employers (Cropanzano & Mitchell, 2005). Employee returns can be realized through their positive attitudes and extracurricular actions, which contribute to their success when they believe that their organization cares about their well-being and socially responsible activities (Liaquat & Mehmood, 2017).

This study targets employees at the Greater Amman Municipality in Jordan. The paper proposes that employee behavior mediates the relationship between HRM practices and career success. This notion may be regarded as one of the social cognitive career theory's premises (Lent et al., 2002). Lent and Brown (2008) and Schoenfeld et al. (2017) showed numerous implications of the

social cognitive career theory to support career success. This framework (Figure 1) highlights social cognitive factors that enable employees to exercise their own control over the success of their careers, where they set goals for themselves and modify their behavior in accordance with those goals, such as career opportunities, compensation, performance, training, and growth.

This study uses social cognitive career theory to assess the effect of the relationship between HRM practices and employee behavior on objective and subjective aspects of career success. Following the literature review, this study suggests the following hypotheses:

- H1: HRM practices positively affect career success.*
- H2: HRM practices positively affect employee behavior.*
- H3: Employee behavior positively affects career success.*
- H4: Employee behavior mediates the relationship between HRM practices and career success.*

2. METHODS

This study adopted a survey for data collection. The paper targeted 11,229 employees working at Greater Amman Municipality in Jordan. Convenience sampling was an essential technique for collecting the data. 375 questionnaires

were distributed to employees working at Greater Amman Municipality in Jordan. Four weeks were given to respondents to complete the survey. After the allotted time had passed, 246 questionnaires had been gathered, with a response rate of 65.6%. As a result, 246 questionnaires were deemed suitable for further analysis. This rate is consistent with Kline (2015) that a sample size of 200 or more is appropriate for further analysis.

The study measured HRM practice with four dimensions: career opportunities, compensation, performance appraisal, and training and development (Aburumman et al., 2023b; Buller & McEvoy, 2016; Huselid, 1995). Employee behavior consists of four items (Organ & Konovsky, 1989). Career success comprises two dimensions: objective career success and subjective career success (Aburumman et al., 2023b). All of these items were measured using a 5-point Likert-type scale, where “1: Strongly Disagree”, “2: Disagree”, “3: Neutral”, “4: Agree”, and “5: Strongly Agree”.

The data analysis was started using the statistical software SPSS (version 25) in order to demographic information analysis and descriptive analysis. Then, SmartPLS (version 3.3.9) has been employed to assessment of measurement model and structural model (hypotheses test). Hair et al. (2019, p. 5) pointed out that there are many reasons to use SmartPLS are: “When the structural model is complex and includes many constructs, indicators and/ or model relationships; when the research objective is to better understand increasing complexity by exploring theoretical extensions of established theories (exploratory research for theory development); when the path model includes one or more formatively measured constructs; when the research consists of financial ratios or similar types of data artifacts”.

3. RESULTS

Table 1 presents the demographic statistics. Out of respondents, 59.3% were male, and 40.7% were female. In terms of age, the largest group of respondents was between 41-50 (33.3%), followed by 31-40 years (31.7%), 21-30 years (25.2%), more than 51 years (8.5%), and less than 20 years (1.2%). Regarding marital status, 60.2% were married,

35.4% were single, 3.3% were divorced, and 1.2% were widows/widowers. Next, 46.7% of respondents had 1-10 years of experience, 37.4% – 11-20 years, 13% – more than 20 years, and 2.8% had less than one year. Concerning academic qualifications, most respondents were undergraduates (55.3%), with 28.5% having a postgraduate and 16.3% a diploma degree.

Table 1. Demographic information

Construct	Category	Frequency	Percentage (%)
Gender	Male	146	59.3
	Female	100	40.7
	Total	246	100.0
Age	Less than 20 years	3	1.2
	21-30	62	25.2
	31-40	78	31.7
	41-50	82	33.4
	More than 51 years	21	8.5
	Total	246	100.0
	Status	Single	87
Married		149	60.6
Divorced		7	2.8
Widow/Widower		3	1.2
Total		246	100.0
Working experience	Less than 1 year	7	2.8
	1-10 years	115	46.7
	11-20 years	92	37.4
	More than 20 years	32	13.1
	Total	246	100.0
Education	Diploma	40	16.2
	Undergraduate	136	55.3
	Postgraduate	70	28.5
	Total	246	100.0

The descriptive analysis of constructs reflects the respondents' perspective of the research topic (Sekaran & Bougie, 2016). Table 2 shows the descriptive analysis, including MS, SD, and variance. Career opportunities showed 3.352 for MS, 1.156 for SD, and 1.337 for variance. Compensation got 3.898 for MS, 0.833 for SD, and 0.694 for variance. Performance appraisal obtained 3.989 for MS, 0.850 for SD, and 0.723 for variance. Training and development acquired 3.625 for MS, 0.979 for SD, and 0.960 for variance. Employee behavior showed 3.341 for MS, 1.127 for SD, and 1.271 for variance. Objective career success got 3.438 for MS, 1.046 for SD, and 1.095 for variance. Finally, subjective career success obtained 3.112 for MS, 1.162 for SD, and 1.352 for variance. Thus, all constructs have more than an acceptable level of implementation from the respondents' perspective (Sekaran & Bougie, 2016).

Table 2. Descriptive analysis

Construct	Mean Score (MS)	Std. Deviation (SD)	Variance
Career opportunities	3.352	1.156	1.337
Compensation	3.898	.833	.694
Performance appraisal	3.989	.850	.723
Training and development	3.625	.979	.960
Employee behavior	3.341	1.127	1.271
Objective career success	3.438	1.046	1.095
Subjective career success	3.112	1.162	1.352

The study used SmartPLS (version 3.3.9) to check the measurement and structural models. The measurement model evaluated internal consistency reliability, convergent validity, and discriminant validity. According to Table 3, all items were valid because their loadings ranged from 0.729 to 0.932, following the recommendations of Aburumman et al. (2023a). Additionally, Cronbach’s alpha values for all components were between 0.823 and 0.926, and values for composite reliability were between 0.884 and 0.944. Thus, these findings align with Hair et al. (2019), who claimed that acceptable Cronbach’s alpha and composite reliabil-

ity values should fall between 0.70 and 0.95. Next, Table 3 shows that the average variance extracted (AVE) for all constructs obtained values greater than the indicated threshold values of 0.50 and above (Aburumman et al., 2023a).

The paper used HTMT to assess discriminant validity. Henseler et al. (2015, p. 14) indicated that the new HTMT criteria, which are based on monotrait-heterotrait correlations, identify a lack of discriminant validity effectively, as evidenced by their high sensitivity rates. The main difference between the HTMT criteria lies in their specificity.

Table 3. Consistency reliability and convergent validity

Construct	Items	Factor Loadings	Cronbach’s Alpha	Composite Reliability	AVE	
HRM Practices	Career Opportunities	COP1	0.791	0.895	0.928	0.763
		COP2	0.903			
		COP3	0.898			
		COP4	0.897			
	Compensation	COM1	0.790	0.887	0.922	0.748
		COM2	0.823			
		COM3	0.932			
		COM4	0.908			
	Performance Appraisal	PA1	0.829	0.856	0.903	0.699
		PA2	0.878			
		PA3	0.775			
		PA4	0.859			
	Training and Development	T&D1	0.782	0.872	0.911	0.720
		T&D2	0.863			
		T&D3	0.885			
		T&D4	0.860			
Employee Behavior	EB1	0.767	0.884	0.921	0.745	
	EB2	0.893				
	EB3	0.892				
	EB4	0.893				
Career Success	Objective Career Success	OCS1	0.825	0.823	0.884	0.657
		OCS2	0.897			
		OCS3	0.783			
		OCS4	0.729			
	Subjective Career Success	SCS1	0.851	0.926	0.944	0.772
		SCS2	0.893			
		SCS3	0.891			
		SCS4	0.881			
		SCS5	0.876			

Table 4. HTMT test

Construct	COP	COM	PA	T&D	EB	OCS	SCS
COP							
COM	0.809						
PA	0.774	0.379					
T&D	0.719	0.425	0.573				
EB	0.557	0.812	0.715	0.246			
OCS	0.608	0.223	0.608	0.472	0.326		
SCS	0.782	0.021	0.728	0.529	0.377	0.430	

Table 5. Hypotheses testing

No.	Hypotheses	Path Coefficient	Standard Error	t-value	p-value	Confidence Interval		Decision
						95% LL	95% UL	
H1	HRMP→CS	0.465	0.119	3.901	0.000*	0.180	0.664	Supported
H2	HRMP→EB	0.530	0.095	5.564	0.000*	0.305	0.694	Supported
H3	EB→CS	0.496	0.110	4.523	0.000*	0.287	0.727	Supported
H4	HRMP→EB→CS	0.263	0.084	3.136	0.002*	0.141	0.482	Supported

Note: * $p < 0.001$; 5,000 bootstrap samples.

Of the three approaches, HTMT 0.85 is the most conservative criterion, achieving the lowest specificity rates of all the simulation conditions. This means that HTMT of 0.85 can point to discriminant validity problems in research situations where HTMT of 0.90 and HTMT inference indicate that discriminant validity has been established. Table 4 shows that the HTMT results for each construct were less than 0.85 and fell between the ranges of 0.021 and 0.812 (Henseler et al., 2015).

Table 5 shows the assessment of the structural model (hypotheses testing). According to the findings, HRM practices positively and directly affect career success (p-value = 0.000; 95% LL = 0.180; 95% UL = 0.664) and employee behavior (p-value = 0.000; 95% LL = 0.305; 95% UL = 0.664); thus, H1 and H2 are supported. Furthermore, employee behavior positively and directly affects career success (p-value = 0.000; 95% LL = 0.287; 95% UL = 0.727), confirming H3. Finally, employee behavior mediated the relationship between HRM practices and career success (p-value = 0.002; 95% LL = 0.141; 95% UL = 0.482), supporting H4.

4. DISCUSSION

The findings showed that HRM practices significantly improve both the objective and subjective measures of career success. These results support Aburumman et al. (2020), Akkermans and Tims (2017), and Tremblay et al. (2014). Individuals who

feel that HRM practices meet their wants and expectations have a higher level of career success; however, less developed skills and knowledge will either favorably or negatively affect career success. Remuneration, opportunity, and performance appraisal systems based on impartial and objective standards reduce prejudice in the workplace, boost employee productivity and loyalty, and raise the bar for career success for each individual.

HRM practices significantly and positively affect employee behavior. These results are consistent with Ababneh (2021), Rubel et al. (2018), and Saeed et al. (2019). Investing in HRM procedures creates human capital that lowers the likelihood that employees would leave and improves their attitude toward their jobs. Moreover, employee behavior significantly and positively affects career success. These results align with Coombs et al. (2018), Hu et al. (2014), and Liaquat and Mehmood (2017).

Finally, the findings showed that from the perspective of employees working at Greater Amman Municipality in Jordan, employee behavior mediated the association between HRM practices and career success. This study offers several limitations that need to be acknowledged. First, a survey questionnaire based on a cross-sectional study was used as the primary method for gathering data. However, a longitudinal study may help get precise and thorough findings. As a result, this study advises looking at the study model while employing longitudinal study as the primary data

collection method. Additionally, the interview approach can help identify the factors that relate correlations between the variables under study today.

Second, because the Greater Amman Municipality in Jordan was the study's primary subject, it is challenging to extrapolate the findings to other

industries. Therefore, future studies should look at the model of this study in other industries, including hospitals, hotels, and banks. Finally, future studies may use other HRM practices, such as participation, human resource planning, job description, promotion, recruitment and selection, and teamwork.

CONCLUSION

This study assessed the impact of HRM practices and employee behavior on career success using a social cognitive career theory. The findings showed that HRM practices significantly improve career success. HRM practices significantly and positively affect employee behavior. Employee behavior significantly and positively affects career success. Finally, from the perspective of employees working at Greater Amman Municipality in Jordan, employee behavior mediated the association between HRM practices and career success.

This study's outer and inner model tests, conducted using the PLS-SEM methodology, showed that objective and subjective factors significantly determine career success. While the achievement and level of satisfaction reflect the subjective aspects of job success, the number of promotions and increases in annual compensation reflect the objective element of career success. Because each reflects an essential and distinctive component of career success, future research should consider subjective and objective career aspects of job success.

AUTHOR CONTRIBUTIONS

Data curation: Mohammed Saram.

Formal analysis: Omar Jaber Aburumman.

Funding acquisition: Amani Hasan.

Investigation: Mohammed Saram.

Methodology: Mohammed Saram, Omar Jaber Aburumman.

Project administration: Amani Hasan.

Resources: Amani Hasan.

Software: Omar Jaber Aburumman.

Supervision: Amani Hasan.

Writing – original draft: Mohammed Saram, Omar Jaber Aburumman.

Writing – review & editing: Omar Jaber Aburumman, Amani Hasan.

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