

**The mediating role of resources in organizational support between human management practices and administrative contextual performance as an application to the food industry complex in the new Burj Al Arab city."**

**Dr. Adel Saad Khalil El-Sherbiny**

**Lecturer of business administration at the Canadian Institute**

**Abstract**

Many new management concepts have received the attention of researchers in the field of management and human resources, including the concept of contextual performance, which has received significant attention recently, requiring further studies. Based on the criteria of social exchange theory, this study developed a framework to analyze the mediating effect of organizational support (the mediating variable) on the relationship between HRM practices and administrative contextual performance (dependent variable). It is a descriptive and interpretive study conducted using a survey research design. Data were taken from 189 senior and middle managers of Burj Al Arab Food Industries (BAFI) through the stratified random sampling method. Quantitative data were analyzed through SPSS using Process Hayes Macro. The results showed a significant effect of HRM practices on organizational support (the mediating variable). In addition, HRM practices have a significant effect on

performance when administrative contextual performance (dependent variable) is considered. Moreover, partial mediation of organizational support (the mediating variable) was found between HRM practices and the relationship with administrative contextual performance (dependent variable). The results indicated that there was a 57% variance in HRM on administrative contextual performance (dependent variable) in the presence of organizational support (the mediating variable). The results of this research will enhance the understanding of the relationship between the studied variables among the managers under study. The current research confirms the existence of a statistically significant relationship between the studies.

**Keywords:** Human Resources Practices (HRMP), Organizational Support (POS), Administrative Contextual Performance (ACP), Social Interaction, Hayes moderated mediation models

## **Introduction**

Food industry organizations receive great government attention as they represent a vital and strategic sector in all countries of the world, to which the Egyptian government pays great attention. The private sector plays a pivotal role in the development process as a leading, effective, and competitive sector that outperforms the government sector as a major generator of income and improvement of the standard of living. Despite the importance of the services and products provided by

the private sector in many areas, they only represent an isolated part of the relative well-being of some segments of society. Achieving achievements in the field of national economic and social development requires the combined efforts of all societal efforts, especially strategic industries such as food. It is no longer sufficient to limit the role of the private sector to a type of organization or weak contributions in various fields of industries, especially food. In light of the diverse global challenges in their various fields, developing the administrative contextual performance (dependent variable) of food industry leaders has become an indispensable necessity. Modernization and development require development in the administrative and supervisory field and raising it to a level that enables it to achieve goals, achieve ambitions, and face contemporary global challenges in management. (Annosi, 2024)

There is a close relationship between achieving professional development for leaders of pre-organizational industrial organizations and paying attention to the repercussions of organizational support (the mediating variable) by senior management and taking them into consideration. Modern digital innovations impose on administrative leaders the necessity of possessing technological skills and the ability to organizational support (the mediating variable). Hence, paying attention to professional development and its various programs requires a comprehensive logic, good planning, and a future vision that keeps

pace with global developments, industrial innovations, and modern administrative trends., especially since technology has transferred interaction between people to a new dimension, which has also introduced a new concept to society known as the "network society" and the individuals living in this society have been defined as digital citizens. In addition, no sector is immune to the change brought about by digital technology, and this change in many cases may be destructive and may lead to the permanent disappearance of the sector if the sector is unable to adapt its data and thus reach industries that contribute to developing skills in using modern technologies and benefiting from them in various areas of life in a manner consistent with the requirements of the needs and desires of customers in the field of food industries. The emergence of private, competitive food industry organizations and their rapid growth has significantly changed the industrial and employment landscape. In fact, the globalization of the food industry is a common trend in developing countries in general. The food industry is aware of the pressures it faces to meet the high demands of this economic sector in terms of recruiting and retaining a skilled and knowledgeable workforce. Human capital development is vital to global competitiveness. This type of industry can be seen as a good capital used to develop human capital for social and economic transformation.. It therefore needs to be able to respond quickly to changes in the wider dynamic world to meet the economic, political and social demands of today. (Santoso, 2023)

## **Pilot study**

The survey study relied on the method of individual interviews, as well as the method of group interviews with a limited sample of organization under study. Interviews were conducted with 40 members of the organization, including middle and senior management, who were randomly selected from all workers in the organization under study. These interviews were conducted for the purpose of codifying the study tool, verifying its validity to apply to the original sample, and then verifying the following points:

- Understand current HRM practice strategies.
- Identify the organizational support granted by senior management.
- Identify the principles of the concept of administrative contextual performance, in terms of existence or non-existence, and what are these principles?
- Identify the impact of the presence of human resources management practices, organizational support and contextual performance in general in the organization under study.

The results of the survey showed that at identifying the points mentioned above, as the transfer of questionnaires indicated the adoption of clear practices for human resources management in many work sites but not in the entire

organization, as well as some shortcomings in the full organizational support, whether for contextual performance or human resources management practices. Then the researcher addresses the aspects of a problem within the research community that can be studied

### **Problem study:**

Based on the pilot study, which indicated a clear deficiency in organizational support (the mediating variable) provided by senior management to both human resource management practices and the overall administrative contextual performance (dependent variable) of the organization, traditional practices followed in human resource management and administrative contextual performance (dependent variable) are no longer sufficient to meet such a challenge. as protecting and developing human capital. Which may negatively affect the effectiveness of the organizational process? Practical studies that dealt with organizational performance supported by senior management in general and human resource management in particular have revealed many practical methods to overcome its negative effects (Budiassi, 2024), Through it, the problem can be formulated in the question: What is the effect of applying human resource management practices on contextual performance in the presence of organizational support as a supporter for both variables? In light of the above, the study problem can be crystallized in an attempt to answer the following questions:

- To what extent is there a relationship? Between the degree of application of human resource management practices and organizational support on the part of the organization?
- To what extent is there an impact of human resource management practices on contextual administrative performance?
- To what extent are there differences between the averages of respondents' responses towards the existence of a real impact of the three variables referred to?

### **Importance of the study:**

**Scientific importance:** The scientific importance of this study is derived from the importance of studying this topic within organizations in general, which may help to develop results that are expected to be reached to improve the reality of work in. In addition to enriching scientific knowledge on the subject of human resources management practices and the context of management in general and human resources management in particular, as this subject did not take its right from research and scrutiny, as the researcher knew that the relationship of administrative contextual performance with organizational support and human resources management practices was not addressed.

**Applied importance:** It helps the researcher to determine the extent to which the results of his research can be applied on the ground. When the researcher determines the importance of his applied research, he is able to determine whether the results

of his research can be used to solve a specific problem or improve a specific process or service that highlights the importance of the study to shed light on some modern mechanisms that can support and enhance the process of raising job performance and productivity by trying to fade the errors of human resources management practices such as increasing the rate of employment cycles and organizational disloyalty among workers , and that the results of this study may contribute to highlighting the side effects of that.

### **Literature review and previous studies:**

This part discusses the study efforts related to the subject of the study, to identify the theoretical frameworks and concepts of the variables under study and the most important results reached by researchers, so that the objectives of the current study, its framework and limits, and its scientific hypotheses, as well as appropriate measures, can be determined. Previous studies were classified according to each of the variables of the study and the relationship between them as follows:

- Literature review, which includes studies that dealt with the concepts and dimensions of the study variables.
- Conceptual framework



**First: The theoretical framework, which includes studies that dealt with the concepts and dimensions of the study variables.**

**The concept of human resource management practices (independent variable)**

The modern theoretical contribution to the concept of modern human resource management practices refers to (accuracy, automation, computing power, capacity, real-time experience and personalization). Moreover, studying these recent trends with the basic functions of human resources (selection, recruitment, and training) if accuracy, automation, computing power, capacity, real-time experience and customization cause time savings, cost reduction and raising the performance level of employees (Nawaz, 2024 , Halid, 2024) also believes that HRM practices can be interpreted as HRM practices for their traditional tasks with the need to carry out continuous updating tasks as individuals' perceptions of this system are most relevant to behavioral results at a level. HRM practices are the main predictors that can affect the intention to stay in the organization and contribute to understanding how employees perceive five HRM practices, namely recruitment and selection; training and development; performance evaluation; reward and appreciation; and job opportunities, linked to the intention to stay. As Zhang, 2023 points out, attention to human resource management practices is increasingly being paid to practitioners and academics alike because they are a competitive

weapon for organizations to deal with competitive risks such as exit rates. Examine the impact of HRM practices on many other organizational variables from the perspective of capability, motivation, and opportunity. Competitive advantage, especially when adopting the concept of human capital

### **Concept Administrative contextual performance (Dependent variable)**

Field performance refers to preventive measures that “contribute to the production of models or delivery of a service,” (Edeh, 2023) in contrast to the implementation phase, which focuses on preventive measures “necessary to support the social fabric of the organization.” In addition, it can gradually establish an integrated set of employee and community relations (Taibah, 2023). For this reason, this performance results in worker participation in organizations to achieve their goals.

Also it is Being a performance that empowers employees, empowered workers are expected to achieve higher levels of productivity because they feel more in control of their work. Thus, employee empowerment is a potential key factor that may lead to a number of positive impacts, such as improved organizational responsiveness and increased employee satisfaction and productivity. He points. (Budhiraja, 2023) indicated that in the case of an authoritarian culture in the workplace in the organization with a small space for

independence. Because of this, employee empowerment is only used by a small number of organizations and executives; however, this number is increasing. However, few studies have been conducted on the impact of employee empowerment with the adoption of the concept of contextual performance, and (Corbeau, 2023) believes that the majority of studies have focused on empowerment as the only positive indicator. While Reda et al. researched the effects of employee empowerment on performance, generally without allocating HRM.

Structural empowerment or contextual performance (Nasir, 2023) refers to “actions taken by a leader to delegate decision-making powers to subordinates.” Because the barriers between managers and employees have been reduced, there is better communication, information sharing, and employee participation in decision-making. “Structural Empowerment Theory” was first introduced in 1993. According to this concept, employee empowerment is promoted “in work environments that provide employees with access to information, resources, support, and the opportunity to learn and develop.” Furthermore, (Nyathi, 2024) pointed to structural empowerment on power structures that promote collaborative decision-making, continuous professional growth, employee impact, and strong community relations. Thus, it ensures the achievement of the organization's goal, vision, and values. Therefore, structural empowerment appears to have a significant impact on employee performance

**The researcher's opinion:** The relationship between structural employee empowerment and contextual work performance. Having the flexible work option improved work-life balance, quality of life, productivity, ability to recruit and retain top talent, increased competitive advantage, and decreased employee turnover. While flexibility at work gives employees greater control over their work, enhancing performance, productivity, and job satisfaction, more empirical research supports the benefits of remote work to raise output and promote employee happiness, work-life balance, and job satisfaction. Because of this, many organizations give their workers more freedom and flexibility in order to increase productivity, find and retain talented workers, and enhance competitiveness without sacrificing the interests of the organization.

### **Concept perceived organizational support (Mediator variable)**

Organizational support refers to a clear and understandable administrative direction of the relationship between the organization's orientation to employees and their behavior towards their jobs and their organization. The scientific concept of organizational support was not introduced and defined until 1980, but the idea of organizational support has been present in the concrete practical reality of organizations for almost seventy years. The concept of organizational support in the context of social and industrial change in the administrative literature has evolved briefly (Galanis, 2024). Researchers have long meant that organizations are

an important source of social, physical, and emotional support for workers. Management research in the early 20th century focused exclusively on the material resources and benefits that an employer provided to workers. However, the 1930 Hawthorne studies show that organizations were also an important source of social and emotional resources for workers (Skyvell, 2024), the results of these studies indicated that workers who had shorter breaks and working hours were more productive than other workers who did not receive these benefits. These studies have had an important impact on workers, as enterprises suggest to workers that they care about them and seek appropriate solutions to their problems, such as providing on-the-job breaks in order to improve productivity and form better trends. He developed the results of the Hawthorne Mayo studies (1941), which asserted that social support institutions helped workers cope with social changes, such as moving from small towns where individuals performed limited tasks such as trade to large cities characterized by a loss of identity that they derived from their previous jobs. In order to deal with the loss of identity (Nyathi, 2024) , workers increasingly turned to their own enterprises in order to support workers in gaining respect and identity. Levinson (1965) also noted that organizational support is important for workers to deal with changes in social mobility. In the 1960s, when people turned away from their friends and family and lost a valuable source of support and recognition, workers, according to Levinson, drew their appreciation and support from

the institutions they worked for and compensated for that loss. He also points out (Junça, 2024) that workers express the characteristics of the institution in which they work because institutions are legally, financially and morally responsible for the actions of their workers. Policies, traditions and organizational rules describe the behavior of their workers and the institution exercises its authority through them. The importance of the relationship between work and organization continued to grow and develop during the 1970s and 1980s, and organizations became increasingly interested in developing and supporting workers in order to gain competitive advantages in the global marketplace.

### **HRM practices and organizational support (independent-mediator):**

Recent studies (2022-2024) highlight that HRM practices such as employee recognition, training, and work-life balance policies can significantly boost employee perceptions of organizational support. The stronger the perceived support, the more likely employees are to engage in behaviors that enhance organizational performance (e.g., contextual performance)., For example, a study by (Smith et al. 2023) found that HRM practices focused on development and well-being positively impacted employees' perceptions of organizational support, leading to higher job satisfaction and commitment.

### **Organizational support and managerial contextual performance (mediator-dependent):**

Organizational support fosters a positive work environment where employees feel valued, leading to behaviors that exceed job requirements (contextual performance). (Miller et al. 2024) found that employees who perceived higher organizational support were more likely to engage in extra-role behaviors like volunteering for tasks outside their job descriptions, showing how perceived support translates into contextual performance.

### **Hayes moderated mediation model**

In statistics, moderation and mediation can occur together in the same model. Moderated mediation, also known as conditional indirect effects, occurs when the treatment effect of independent variable (A) on outcome variable (C) varies through mediator variable B depending on the levels of mediator variable (D). Specifically, either the effect of A on B, and/or the effect of B on C depends on the level of (D).

Mueller, Judd, and Yzerbyt (2005) presented the following regression equations as the basis for their moderated mediation model, where (A) = independent variable, (C) = outcome variable, B = mediator variable, and (D) = mediator variable. (Langfred, C. W. 2004)

$$C = \beta_{40} + \beta_{41}A + \beta_{42}D + \beta_{43}AD + \varepsilon_4$$

This equation evaluates the moderation of the overall therapeutic effect of A on (C.)

$$B = \beta_{50} + \beta_{51}A + \beta_{52}D + \beta_{53}AD + \varepsilon_5$$

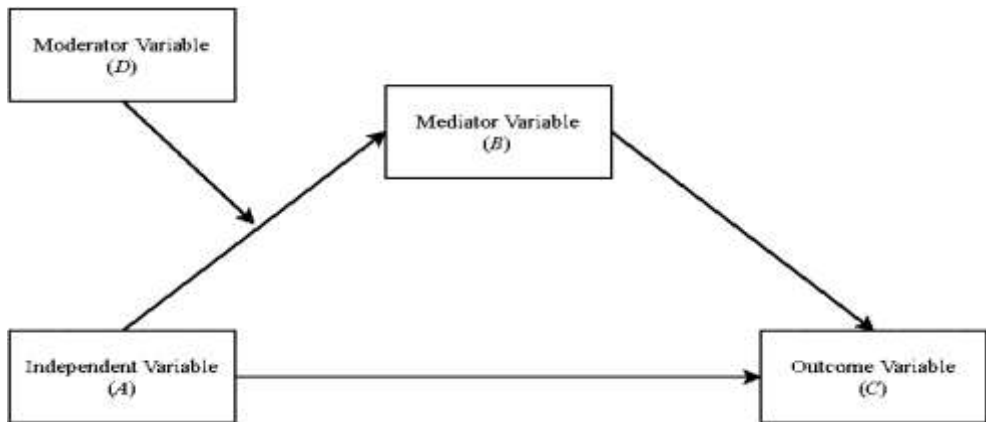
This equation evaluates the moderation of the therapeutic effect of A on the mediator (B).

$$C = \beta_{60} + \beta_{61}A + \beta_{62}D + \beta_{63}AD + \beta_{64}B + \beta_{65}BD + \varepsilon_6$$

This equation evaluates the moderation of the therapeutic effect of B on C, as well as the moderation of the residual therapeutic effect of A on C.

A Model for Conditional Proportional Direct and Indirect Effects, the following basic equality exists between these equations:

$$\beta_{43} - \beta_{63} = \beta_{64}\beta_{53} + \beta_{65}\beta_{51}$$



**Figure 1 a conditional process model that combines simple mediation and moderation of the indirect effect of A on mediator B.**



## **Burj Al Arab Food Industries (BAFI)**

The Company was established in 1990 (BAFI) Alexandria in the new industrial zone in the new city of Borg El Arab. It has developed into a specialist in the processing of processed meats, juices, flour, pasta and baked goods, and (BAFI) has been able to successfully cover the entire local Egyptian market through wide sales and distribution channels and gain advanced market share. So that it now aims to expand its sales activity in export markets; (BAFI) has an integrated supply and production chain, which means that we have full control over our supplied production materials and monitor and manage their quality to allow our final products to meet international quality standards. One of our main principles is food safety; we have very strict production management practices to ensure excellence in our products.

## **Conceptual framework**

### **Human Resource Management Practices (HRMP) and Contextual Performance (ACP) (independent - dependent)**

The results of some previous studies (Mayrhofer, 2024) that combined the two variables (independent - dependent) indicated that organizations can use HRM practices as part of a maintenance and debugging plan to help reduce levels of job dissatisfaction. These practices also improve managerial contextual performance, while (Knies, 2024) suggests that researchers investigate the

psychological importance and significance that employees attribute to the HRM practices they direct. Several studies have also found a positive association between managerial contextual performance and training as a HRM practice (Demo, 2024), compensation (Nyathi, M., & Kekwaletswe, R, 2024) and performance appraisal). The study (Blom, 2024) showed a positive relationship between the use of HRM practices and managerial contextual performance. Previous studies that combined the two variables (independent and dependent) indicated that human resource management practices must be put into practice to reach decent levels of administrative performance (Gruenwald, 2024). The study (Al-Naqeeb, A.A., and Ghadi, M.Y., 2024) aims to understand the strategic and variable role of human resource management practices in light of the administrative contextual arrangements on the international form of international companies. We conducted a comparative analysis of the role of human resource managers in multinational organizations and development institutions, which showed a positive moral effect between them. While the study (Martin, 2024) indicates that the practices of multinational organizations around the world are accompanied by the dissemination of good human resource management practices, thus directing global convergence and symmetry, and at the level of administrative contextual practices, the study (Evans, 2024) indicated that human resource management practices are strongly influenced by institutional arrangements and the relationship between them directly, especially in emerging

markets; As a result, it is necessary to adopt local response strategies. The study (Darwish, 2024) also indicated that it provides evidence of the role of political power and resources in shaping the role of HRM managers in organizations. The findings of this study contribute to the existing literature not only by revealing the current status of the strategic role of HRM managers in organizations, but also by indicating how they use their strategic agency to go beyond merely protecting HRM practices. Instead, they actively participate in initiating, facilitating, and mediating institutional change. Hence, previous studies that combined independent and mediating variables indicated a relationship, and thus H1 was derived..

**H1: There is a statistically significant relationship between human resource management practices and organizational support (independent/mediating)**

A study (Liu, W, 2004) indicated that there is a clear impact of the business environment on the organizations under study from the diverse and rapid changes in the internal and external pressures that directly affected them when applying new digital practices for human resources when there is senior management support, which led to institutions adapting to changes and facing challenges by abandoning traditional ideas and methods of management. (Nasuridin, 2004) also concluded that organizations must rely on their human resources as one of the most important resources, with their knowledge and work skills, and achieve the current and future goals

of the institution, and that there is no point in doing so without the organizational support of senior management. In recent years, researchers have paid great attention to studies and theories related to finding a balance between the institution and workers. One of the most prominent studies that have been highlighted is the study known as organizational support (Mumtaz , 2004), where it found that the link between organizational support and human resources management practices is one of the modern concepts that refer to the positive beliefs held by employees about the institution and its practices, and the extent to which employees feel supported and appreciated by the institution. Organizational support is one of the most important factors that affect employees' behavior and commitment to the organization's goals, by improving performance and creating a positive work environment. On the other hand, job commitment is one of the topics of interest to the institution. It indicates the extent to which the employee is related to his job and his institution, as this includes the feeling of satisfaction with work and the desire to continue in the job by employees to achieve the objectives of the institution. (Hadi , 2004) also indicates that organizational support, especially senior management, towards modern human resources management reflects the commitment to the employee's acceptance, conviction and belief in these goals, as the lack of attention to them and the failure to provide their needs leads to the loss of passion for work and inaction, which affects the institution and the failure to achieve its desires and perform its duties

towards the client and inaction, which affects the institution and the failure to achieve its desires and perform its duties towards the client. Thus, H2 was derived.

**H2: There is a statistically significant relationship between organizational support for the organization and contextual performance (mediator/dependent)**

Several previous studies with regard to the variables organizational support (POS) and contextual performance (ACP) have found a statistically significant relationship, including (Al-Sheikh, 2023), where it was found that the amount of employees' belief that their company values and respects their contributions and truly cares about their personal well-being may vary over time due to the various interviews they conduct with employers. Organizational support perception theses are influenced by the number of interactions employees have with employers. According to (Pazetto , 2024) employees with a high level of performance are believed to have feelings of trust, long-term commitment and a sense of corporate identity. These views have a good chance of evoking feelings of ambiguous commitments. The study (Liu, 2020) indicated that because individuals place a high value on the principle of reciprocity and usually reciprocate in acts of generosity, engaging in administrative contextual performance can be one of the ways in which people can show their appreciation, as the study (Lee, 2022) pointed out to the results that leadership empowerment directly affects higher contextual performance and indirectly

through (AOC) mediation, but not through (POS). serial mediation asserts that the model variables reinforce each other to ultimately promote higher performance. Moreover, all the solutions to obtain high contextual performance include empowering leadership in the dimension of trust in high performance of employees thus finding the association between the two variables clearly, hence, H3 was derived. Who is this?

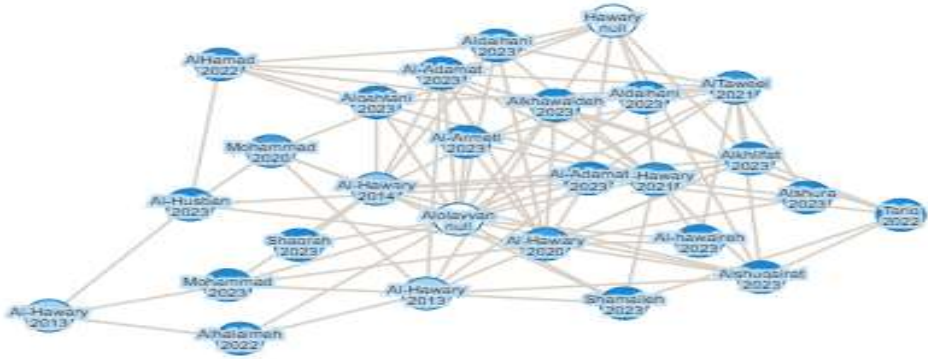
### **H3: H3: There is a statistically significant relationship between HRM practices and administrative contextual performance (independent-dependent)**

As the study (Heidari and Navimipour, 2022; Sun, 2020) found in recent years, technology-based administrative services that link human performance as well as the administrative context and urge for organizational support have become widely used among commercial and industrial companies. Information and communication technology (ICT) is expanding, including the Internet, which has become a vital part of the lives of the organization's employees. In line with this, the needs of workers such as information security, rapid processing, quick access to the elements of administrative tasks, building partnerships, the ability to focus on organizational projects and human resources management (instead of wasting time on server maintenance), and, most importantly, saving costs, are very important and then integrating the aforementioned variables. Also, there are studies that

focus only on the relationship between human resources management and administrative contextual performance. Thus, they claim that it is necessary for studies to examine the relationship mediators between human resources management and administrative contextual performance. HRM contributes to organizational support by leveraging social exchange theory. According to (Zhao, 2024) organizational support affects administrative contextual performance. In line with social identity theory, employees who feel valued by their employers have high perceptions of the stature of their organization (Fuller et al., 2003), leading to a positive attitude and behavior. Therefore, the relationship between human resource management practices and administrative contextual performance has mediated organizational support, and on the other hand, a study (Sadie, 2024) presented the question of whether organizations put the interests of their employees first in all physical, mental and spiritual fields. To ensure organizational support for human resources management on the one hand and administrative contextual performance on the other, most organizations allegedly ignore their workforce - and in many cases do not even describe workers as assets! It describes several studies that support this assumption and, therefore, Hypothesis No. 4 is put forward.

#### **H4: Organizational support mediates the relationship between HRM practices and managerial contextual performance**

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**Figure 2 A diagram related to the study**

Source: <https://researchrabbitapp.com/home>

### Objectives of the study

In light of the previous introductions, as well as the problem raised about the current reality of the organization under study, as well as the high competitiveness in the labor market, especially those working in the field of human resources management, the current study seeks to achieve the following objectives:

- Analyze and study the application of modern human resources management practices at the level of organizational support?
- Analyze and study the relationship between the degree of human resources management practices to manage administrative contextual performance
- Analyze and study the application of organizational support in its support for both human resources management practices and administrative contextual performance in the organization under study



## Study variables:

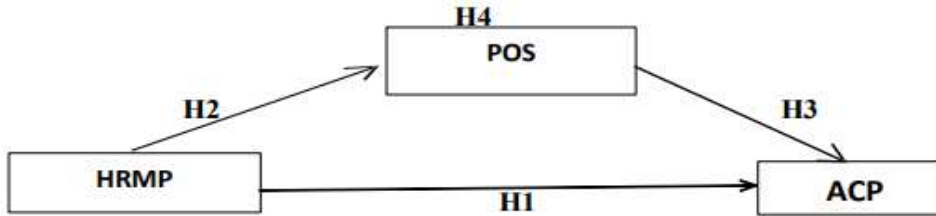
Previous studies and the theoretical framework have resulted in a set of uses, which led to a significant difference in the impact of research methods on individuals in the study community, as the different studies combined the study of quantitative and qualitative measurement, and what attracts them is the impact and the influential impact, and the relationships that benefit from that between all companies and control all these relationships, as the achievement of profit for variables is related to their type, and attracts investors to the specific relevant studies mentioned in the context as well as in the contribution table to the contribution as follows.

- **The first axis:** Human resource management practices during ongoing research in the field of training and performance compensation,
- **The second axis:** Variables related to the administrative context of the organization such as Individual Work Performance Complete tasks accurately, provide work availability, generate creative solutions, update work skills and share work activities. (IWPQ) (Koopmans et al, 2013).
- **Axis 3:** Perceived organizational support, which is measured through a questionnaire consisting of several items conducted by (Eisenberger et al, 1986). Such as organizational justice and leadership support for employees and the practices and decisions of human resource management

**Table (1): Measuring indicators of variables**

Variable	Variable Dimensions Measure	Source
<b>Human Resource Management Practices (HRMP)</b>		
Training	Extensive training programs are provided for teachers in their jobs at your organization .	(Evans, 2024) ,(Liu, W, 2004) ,(Nasurdin, 2004) ,(Mumtaz , 2004),
	Teachers in their jobs will normally go through training programs every few years at your organization.	
	There are formal training programs to teach new hires the skills they need to perform their job at your organization	
	Formal training programs are offered to teachers in order to increase their portability at your organization	(Darwish, 2024) ,(Liu, W, 2004) ,(Nasurdin, 2004) ,(Mumtaz , 2004),
	Teachers are not required to take training sessions.	
Compensation	Compensation at your organization encourages teachers to pursue organization objectives	(Nasurdin, 2004) ,(Liu, W, 2004) ,(Nasurdin, 2004) ,(Mumtaz , 2004),
	Compensation at your organization is fair at rewarding people who accomplish organization objectives.	
	To be honest, compensation at your organization is biased	
	Compensation at your organization is fair.	
	Compensation at your organization really recognizes teachers who contribute the most to the organization	Mumtaz (Liu, W, 2004) ,(Nasurdin, 2004) ,(Mumtaz , 2004),
	Compensation at your organization is given on merit.	
	Compensation at your organization is given according to your skills.	
Performance Appraisal	Your organization frequently does formal appraisals.	(Liu, W, 2004) ,(Nasurdin, 2004) ,(Mumtaz , 2004),
	Your organization frequently does informal appraisal	
	Your organization uses objective data for appraisals.	
	Your organization uses subjective data for appraisals	
	Your organization utilizes the appraisal results	
	Your organization links performance appraisal to promotions	
<b>Contextual Performance (ACP)</b>		
Individual Work Performance - Complete tasks accurately, provide work availability, generate creative solutions, update work skills and share work activities.	On my own initiative, I started new task when my old tasks were completed	(Rai and Kim, 2021), (Al-Sheikh, 2023), (Liu, 2020) ,(Lee, 2022)
	I took on challenging tasks when they were available	
	I worked on keeping my job-related knowledge up-to-date	
	I worked on keeping my work skills up-to-date	
	I came up with creative solutions for new problems	
	I took on extra responsibilities	(Xu and Zhang, 2022) ,(Al-Sheikh, 2023), (Liu, 2020) ,(Lee, 2022)
	I continually sought new challenges in my work	
	I actively participated in meetings and/or consultations	
<b>Organizational Support (POS)</b>		
organizational support affects tasks	Achieving organizational justice	(Heidari and Navimipour, 2022; Sun, 2020) (Zhao, 2024) (Sadie, 2024)
	Leaders support employees	
	Participation in decision-making at all levels of management	
	Supporting human resources management decisions	
	Supporting administrative capabilities	
	I took on extra responsibilities	
	I continually sought new challenges in my work	
	I actively participated in meetings and/or consultations	

**Source: the researcher**



**Figure 3 Conceptual Model**

**Source: the research**

### **Research Method**

#### **First: Field of Study and its Limits**

This study was conducted for the Burj Al Arab Food Industries (BAFI) Alexandria in the new industrial zone in the new city of Borg El Arab. Thus, it did not include food industry organizations, and therefore the study was limited to the organizations of the industrial complex of one of the new industrial cities only in Alexandria Governorate.

#### **Second: The study population**

The study community consists of employees of the Burj Al Arab Food Industries (BAFI) in Alexandria Governorate, for its role in plans and implementing human resources management strategies and their labor intensity, as well as applying the principles of modern management, all of which need strategic planning mechanisms, which are the focus of the various administrative levels of organizations. The study community consisted of 4 industrial complexes representing the sector concerned with the study, which can be represented in the following table:

**Table (2) Number of employees in the mineral industries complex in the study community**

NO.	Manufacturing	Industrial Area	Number of Employees
1	Processed and preserved meat	First	1190
2	Juices	First	1100
3	Flour and Pasta	First	1251
4	Bakery	Second	1200
Total		4741	

**Source: Human Resources Department - Employees of the Burj Al Arab Food Industries (BAFI)**

A stratified sample of the workers in the mineral industries complex under study was drawn according to the following equation:

$$ME = \frac{Z^2 R(1-R) N}{Z^2 R(1-R) + N E^2}$$

ME = sample size

$$Z = (1.96)$$

E = 5% Morale level

N = Community size

R = 0.50

Applied in the previous equation, the sample size = 189 individuals, and the size of the sample of workers working in these organization was determined according to the equation: / (total numbers of members of the statistical community) (Number of members of the class) \* 100

**Table No. (3) Distribution of study sample items**

NO.	Manufacturing	Sample size	Forms	
			Accepted	Percentage of analyzable forms
1	Processed and preserved meat	50	42	84 %

2	Juices	43	36	84 %
3	Flour and Pasta	32	35	109%
4	THE BAKERY	64	55	86 %
Total		189	168	88 %

**Source: the researcher**

Based on the above, the method of sampling, as well as the level of representation of the categories of sampling units – according to the ratios of the personal data of the respondents – represents an important indicator of the external validity of the results of the current study, and it is highly likely that these results can be generalized to the study population, and the size of the 189 individuals was according to the diversity of their job level (middle-senior management)

**Instrumentation and Metrology**

The study relied on a questionnaire which was designed in light of previous studies, and the primary data required for the field study were collected through the HRMP (training, performance appraisal and compensation) assessment method using the HRMP scale developed by Otoo and Mishra (2018). Perceived organizational support was examined using a short eight-item questionnaire for the Perceived Organizational Support Scale developed by Rhoades and Eisenberger (2002, p. 699). Contextual performance was measured through the Individual Work Performance Questionnaire (IWPQ) (Koopmans

et al, 2013). 8 items were taken from contextual performance. Survey method was used to collect data through a self-administered questionnaire consisting of 36 closed-end statements on a five-point Likert scale ranging from strongly disagree to strongly agree. For construct validity, correlation between items was calculated. In addition, reverse statements were included to enhance the validity of the data. Out of 189 questionnaires administered, 168 were returned giving a response rate of 88%. Furthermore, demographic information was also collected on gender, age and education. Out of 168 participants, 81 (48%) were female and 87 (52%) were faculty members. Demographic variables were controlled which can be seen in the multiple regression results in Table 1. There is 4% change due to the controlling variables of contextual performance while 15% change due to HRMP and 57% change due to the presence of (POS) as a mediating variable. The change in R2 is 42%.

**Table (4) Results of Regression Analysis for Administrative contextual performance**

Predictors	B	R <sup>2</sup>	Δ	R <sup>2</sup>
phase No. /Control variables		.046		
Step 2:				
HRMP	345	.157		.111
Step 3				
OS	692	.577		.420

<sup>a</sup>n = 168, <sup>b</sup>Control Variables (gender, age, education), \*\*\* p < .001

Source: Statistical Program Outputs

## Data Analysis and Results

Data Analysis and Results The table shows that all the tested variables confirmed the criteria of Nunn and Bernstein (1994) Cronbach's  $\alpha > 0.70$ . They are reliable and can be used for further data analysis. HRM practices (training, performance appraisal, and compensation) have a positive and statistically significant relationship ( $p < .01$ ) with both CP and (POS) ( $r = 0.398$  and  $r = 0.366$ ) respectively. While (POS) has a positive and significant relationship ( $p < .01$ ) with CP which is ( $r = 0.743$ ). Pearson's correlation coefficient  $r$  indicates the relationship between two variables. An  $r$  value between 0.3 to 0.5 indicates a medium effect size while a value greater than 0.7 indicates a very large effect size (Cohen, 1988, 2013; Rosenthal, 1996). As in the present case, all values have positive signs, which means that it is a positive relationship.

**Table (5) Variables' Reliabilities and Interco relations**

Variable	Mean	SD	SE	1	2	3
Human Resource Management	50.45	910	7131	857		
Organizational Support	23.01	3.681	2935	.399	.801	
Administrative contextual performance	19.61	671	2940	366	.744**	702

**Internal consistency reliability is bolded and shown diagonally; \* \* correlation is significant at the 2-tailed 0.01 level.**

**Source: Statistical Program Outputs**

Table 5 shows the results of the relationship analysis. H1 deals with the direct relationship between HRM practices and contextual managerial performance. The HRM plan is positively related to the ACP plan ( $\beta=0.1647$ ,  $t=5.4016$ ,  $p<0.001$ ). The results of the regression analysis show that HRM practices were a significant predictor of contextual managerial performance (dependent) ( $\beta=0.1507$ ,  $t=4.8856$ ,  $p<0.001$ ). The relationship between (mediator-dependent) as shown in H2 is also supported by the data. Hypotheses H3 and H4 are related to the indirect effect of organizational support on HRM practices and the relationship between contextual managerial performance ( $\beta=0.6911$ ,  $t=12.1073$ ,  $p<0.001$ ) which is also supported. The analysis was conducted using SPSS statistical software, Model 4 to confirm whether organizational support mediates the relationship between HRM and managerial contextual performance.

The indirect effect results based on a bootstrap sample show a significant positive indirect relationship between HRM and managerial contextual performance mediated by organizational support ( $a*b = 0.1043$ , Bootstrap CI95 = 0.544 and 0.1576). The mediator, organizational support, is responsible for approximately 63% of the total effect on managerial contextual performance [ $PM = (0.1043)/(0.1649)$ ]. In addition, since the direct path between HRM plan and managerial contextual performance ( $\beta = 0.1649$ ,  $t = 5.4018$ ,  $p < 0.001$ ) is still significant, OS partially mediates the relationship between HRM plan and managerial contextual



performance, supporting H4. BI with ACP ( $\beta=0.1649$ ,  $t=5.4018$ ,  $p<0.001$ ). The results of the regression analysis show that HRM practices were a significant predictor of organizational support ( $\beta=0.1509$ ,  $t=4.8853$ ,  $p<0.001$ ) as stated in H2 and supported by the data. Hypotheses H3 and H4 relate the indirect effect of organizational support on HRM practices and the managerial contextual performance relationship ( $\beta=0.6912$ ,  $t=12.1073$ ,  $p<0.001$ ) which are also supported.

A bootstrap method was performed using SPSS Process Macro 4 to examine whether organizational support mediates the relationship between HRM and managerial contextual performance. The indirect effect results based on a bootstrap sample show a significant positive indirect relationship between HRM and managerial contextual performance mediated by organizational support ( $a*b = 0.1043$ , Bootstrap CI95 = 0.544 and 0.1576). The mediator, organizational support, was responsible for approximately 63% of the total effect on managerial contextual performance [ $PM = (0.1043)/(0.1649)$ ]. Furthermore, since the direct path between HRM plan and managerial contextual performance ( $\beta = 0.1649$ ,  $t = 5.4018$ ,  $p < 0.001$ ) is still significant, OS partially mediates the relationship between HRM plan and managerial contextual performance, supporting

**Table (6) Mediation Analysis**

Variable/Effect	B	SE	t	P	95% Con(BAFI) ence Interval		Decision #
H1: HRMP CP	0606	0235	2.	0.000	0.0141	1071	Supported
H2: HRMP OS	1509	0309	4.	0.000	0.0899	2120	Supported
H4: HRMP- > OS- > CP	0.6912	0.0571	12.107	0.000	0.5784	8040	Supported
<b>Effects</b>							
Direct	0606	0235	2.	*<0.05.	0.0141	1071	
Indirect	1043	[0263]			0.0544	1576	
Total	1649	0305	4018	< 0.001	1046	2252	

Based on 5000 bootstrap samples, HRMP = Human Resource Management Practices, ACP = Administrative contextual performance, OS = Organizational Support

**Table (7) Hierarchical Regression for Parsimonious Model**

	Model 1 (OV=OS)	Model 2 (OV=CP)	Model 3 (OV=CP)
R Square	1342	1593	5706
MSE	11.	11.	5.
F	23	1789	101
P	0.0000	0.0000	0.0000

**Note:** ACP = Administrative contextual performance, OS = Organizational Support  
**Source:** Statistical Program Outputs

Variables and Models 1, 2 and 3 from Table 4 were analyzed using Model 4 of Hays Macro Process SPSS. The independent variable in Model 1 is HRMP, and the dependent variable is OS. Model 2 shows the effect of HRMP on process protection. Model 3 shows the effect of OS as a mediating variable on the relationship between HRMP and ACP. The analysis showed a significant difference in the contextual administrative

performance variable of 16% ( $F = 29.1789$ ,  $p = 0.0000$ ) due to HRMP practices. Also, there was 57% variance ( $F = 101.67$ ,  $p = 0.0000$ ) when POS was included as a mediating variable. Therefore, Model 3 is the most economical model.

## **Discussion.**

The study was devoted in the previous section to testing the four hypotheses that reflect the direct and indirect relationships between human resource management practices (independent variable), organizational support (mediating variable), and administrative contextual performance (dependent variable), with the theoretical framework of the study being applied to the reality of the food industries complex under study, and comparing the significance of the results with the results of previous studies, as well as their objectives with regard to the reality of the study variables. The current study analyzed the role of organizational support in the relationship between human resource management practices and administrative contextual performance. It then sheds light on understanding the role of mediators in the relationship between human resource management and the effects of human resource management (Mayrhofer, 2024). The results of the study highlight that human resource management practices have a direct and indirect relationship with the contextual administrative performance of the employees of the organization to which they are applied in the food industries

complex. The study also reached the following results:

- All hypotheses of the current study are supported theoretically and empirically, as H1 related to the relationship between HRM practices and organizational support was tested to be positive and statistically significant and supported by the HRM literature (Nyathi, 2024).
- The results of H2 which states that the relationship between organizational support and administrative contextual performance is positive and “statistically significant” and also consistent with previous literature (Martín-Alcázar, F., Ruiz-Martínez, M., & Sánchez-Gardey, G., 2024).
- The third hypothesis is that the relationship between HRM practices and administrative contextual performance is also positive and consistent with previous studies (Blom, 2024). The mediating effect of (POS) on the HRMP-ACP relationship is consistent with previous research findings (Martín, 2024).
- The present study contributes to the development of a clear principle that indicates the interaction between HRM practices, organizational support, and contextual managerial performance. By clarifying the mediating role of organizational support, it provides a nuanced understanding that can guide both theory and practice. Future studies should aim to expand on these findings, address identified limitations, and explore additional

contexts to further validate and enrich the insights gained.

### Objectives of the Study:

The following table shows the methods and areas of achievement of the study objectives

**Table No. (8) Objectives of the study and its field of achievement**

Objective	Content	Field of Investigation
<b>First</b>	Analyze and study the application of modern human resources management practices at the level of organizational support?	<ul style="list-style-type: none"><li>• Theoretical framework and previous studies</li><li>• Applied study:</li><li>• Pilot Study and Interviews</li><li>• Statistical Analysis – Hypothesis Testing</li></ul>
<b>Second</b>	Analyze and study the relationship between the degree of human resources management practices to manage administrative contextual performance	<ul style="list-style-type: none"><li>• Theoretical framework and previous studies</li><li>• Applied study:</li><li>• Pilot Study and Interviews</li><li>• Statistical Analysis - Hypothesis Testing</li></ul>
<b>third</b>	Analyze and study the application of organizational support in its support for both human resources management practices and administrative contextual performance in the organization under study	<ul style="list-style-type: none"><li>• Theoretical framework and previous studies</li><li>• Applied study:</li><li>• Pilot Study and Interviews</li><li>• Statistical Analysis - Hypothesis Testing</li></ul>

Source: the researcher

## Conclusion and recommendations

- Based on the results and conclusions, the current study provides some recommendations and guidance provided by the study studies, which have been reached, as well as directing future policies and practices and achieving a practical impact of the study that can be used in the future for organizations seeking excellence in their management. The main objective of this study was to investigate how human resources management practices affect administrative contextual performance in the presence of the operating system as an intermediate variable. To understand the relationship, the theory of social exchange Blau (1964) is obtained. As a result of the acceptance of all hypotheses, the conceptual framework proposed for the present study is supported. The findings highlighted that an effective HRM plan had a significant positive impact on managerial contextual performance in the presence of the operating system. Employees' managerial contextual performance was closely and positively linked to their operating system. Therefore, industrial and service organizations must carefully select HRM policies that they feel are critical to employees. They need to determine what kind of support the staff wants in terms of it. However, it is advised that the amount of support provided should not be

greater than what the organization is able to do. A win-win strategy should be used to manage the relationship. Managers may begin to identify HRM-related issues faced by teachers and take immediate action to resolve them. Future programs will be developed to bridge any gaps between perceived and expected behavior, if any.

- The study highlighted the importance of HRM practices in nurturing managerial contextual performance among FIP employees through organizational support. The Food Industries Park acts as a case, offering insights and best practices that can benefit not only its community but also the different industries sector
- This study contributes to the ongoing debate on human resource management in academia and lays the foundation for future research and exploration of strategies to improve organizational support and employee performance in various industrial and service organizations across disciplines
- Additional research can be conducted by comparing the correlation between an HRM plan, OS, and ACP with additional dimensions of HRM. Moreover, the scope of the study can be expanded from industrial to service organizations as well as to other industries and organizations dealing with similar practices.

**Table (9) Proposed recommendations and mechanisms for their implementation**

NO.	recommendations,	Implementation mechanism	Implementing Entity/Proposed Duration
1	Promote new modern human resources management practices such as Organizational performance supported by senior management and its impact on the competitive position	Holding induction courses and exchanging digital experiences between individuals and different departments	Human Resources Department – Training Sector – Representatives of different departments ( 3months)
2	Promoting the concept of organizational loyalty as one of the pillars of organizational support in terms of preserving human capital and effective use of intangible assets .	Holding induction courses and exchanging experiences between different departments	Committees of senior management in cooperation with the Training Sector of the Human Resources Department (3months )
3	Encourage employees to cooperate with the HR team and remove the culture of secrecy and fear.	Providing all the necessary material, moral and security motives requirements - and providing internal networks that facilitate this	The administrative leaders of the organization in cooperation with the Department of Networks and Communications of the organization (Sunnah )
4	Supporting mutual study and development activities between research organizations and universities on the one hand and exchange with other organizations on the other hand	Developing the general policies that drive this and conducting study competitions for workers in various sectors of the organization	Study and Development Department (R&D) in coordination with the Human Resources Department with the Organization's Networks and Communications Department (ongoing )
5	Developing a culture of development, sustainability and social responsibility to raise the level of support and organizational loyalty	Identify development projects and social responsibility for the environment surrounding the organization	Senior management of the organization (ongoing)
6	Redesigning the product in terms of raw materials with more excellence and environmental friendship reflecting social responsibility	Enhancing digital orientation among employees and training the production and procurement sector	Study and Development Department (R&D) in coordination with the Organization's Production Department (ongoing )

- **Source: the researcher**

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