Testing the Impact of the Human Resource Management Practices on Job Performance: An Empirical Study in the Egyptian Joint Venture Petroleum Companies

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Abstract

Past empirical evidence has suggested that a positive effective, objective and fair human resource management practices may enhance job performance. The major objective of this study is to extend previous research by proposing and testing an integrative model that examines the mediating variables underlying the relationship between the human resource management practices and job performance. Data were collected from 549 supervisors in the petroleum industry in Egypt. The multiple regression technique is used to test hypotheses. The results demonstrated that the human resource management practices influence job performance indirectly through: (1) positive job satisfaction, organizational commitment, and organizational citizenship behavior, and (2) negative quitting intention and negative word of mouth. Recommendations, managerial implications, and areas for future research are discussed.

Keywords: Human resource management practices, job satisfaction, organizational commitment, organizational citizenship behavior, negative word of mouth, quitting intention, job performance.

Introduction

Although extensive research has generally documented a positive relationship between human resource management (HRM) practices and firm or unit performance, the black box in-between has received less attention (Combs et al., 2006). Arthur (1994) argued that HRM practices may affect firm performance through developing "committed employees who can be trusted to use their discretion to carry out job tasks in ways that are consistent with organizational goals". Scholars have repeatedly called for a better understanding of how HRM practices relate to firm, unit, or team performance (e.g., Batt, 2002; Takeuchi et al., 2007). They call for an exploratory study to test the impact of HRM practices on individual performance. Recently, Collins and Clark (2003) examined mediators such as network ties between network-building HRM practices and firm performance. Little attention is given to test the impact of HRM practices on supervisors' job performance. In addition, the impact of important attributes, such as satisfaction, commitment, organizational behavior, and attitudes like negative word of mouth, and quitting intention need to be fully examined (Ostroff & Bowen, 2000).

The first objective of this study is to advance the understanding of the link between HRM practices and job performance by examining supervisors' job satisfaction, organizational commitment, quitting intention, negative word of mouth, organizational citizenship behavior. The second objective is to test social exchange theory and the resource-based theory (e.g., Barney, 1991) that explore the link between HRM practices, and supervisors' job performance. Social exchange theory takes as its particular focus the resources that people obtain from, and contribute to, social interactions (Molm, 2001).

Theoretical Framework

Human Resource Management Practices and Job Performance

Human resources are considered as one group of key success factors in organizations (Dessler, 2010; Barney et al., 2001). Lado and Wilson (1994, p. 701) describe human resource practices as 'a set of distinct but interrelated activities, functions, and processes that are directed at attracting, developing, and maintaining (or disposing of) a firm's human resources'. The HRM practices contribute significantly to the accomplishment of a firm's objectives and to creating and adding value for its customers and physical resources. Various studies have attempted to delineate HRM practices (Dessler, 2010; Ahmad and Schroeder, 2003; Kaya ,2006). In general terms, HRM comprise practices and activities of acquiring, retaining, empowering, and motivating employees. In this study, HRM practices are investigated from the perspective of job satisfaction. Recruitment and selection enables business firms to acquire the appropriate human resources in line with its aims and objectives (Dessler, 2010; Huselid ,1995). Effective hiring also allows firms to respond to market opportunities and threats in a proactive manner in the dynamic markets. Interviews are extensively used. However, over the past decade there has been an increase in the use of objective and standard tests (Dessler, 2010; Andersen, 2000; Aycan ,2001).

Prior studies have shown that training is critical to organizational success. Training programs help employees to obtain the necessary knowledge, skills, and abilities to work effectively in sustaining and improving current work activities. Well trained employees, in general, not only require less supervision (Gutteridge et al. ,1993) but also tend to have higher morale and lower levels of attrition. Training is believed to nullify the influence of factors which cause dissatisfaction of employees at work (Xiao, 1996). Thus, employees may be provided with extensive training programs in multiple functions and training on job skills (Ahmad and Schroeder, 2003). In addition to training, employees need to be rewarded and provided with appropriate incentives so as to produce the required levels of performance (Mohinder et al., 2010; Guest, 1997; Lee and Miller 1999). Incentives also influence the level of employee satisfaction (Lawler, 2000). When incentives are used properly, they may prove to make important contributions to the survival and growth of an organization (Dessler, 2010; Milkovich and Boudreau, 1998). The HR departments in the Egyptian petroleum sector tend to view training and development efforts as one of their most important tasks.

Performance evaluation guides employees' work related attitudes and behaviors (Dessler, 2010; Werther and Davis, 1996). Performance evaluation as a process demonstrates the effectiveness of human resources policies in an organization. Feedback on performance improves communication between supervisors and employees. Sharing information on the individual performance of employees contributes to organizational openness and increases the loyalty and trust employees have towards their organizations. This in turn is believed to increase motivation and cooperation (Grzelak , 1988). In Egypt, the rate of providing performance feedback is low. Many organizations are not keen in providing open feedback on the performance of employees. In many situations, when feedback is given, it is mostly negative feedback (Aycan, 2001). Hence, performance management activities focus mainly on documentation rather than providing feedback and enabling development.

Extensive research has proved a positive relationship between the human resource management practices and firm, unit, department, and team performance (Mohinder et al., 2010). Human resource management in an organization is very important. These activities include recruitment, selection, training, career development, compensation, and performance appraisal. They are the basic functions of an organization (Tsaur and Lin, 2002; Reid et al., 2002). Human resource management practices are able to provide an organization with a competitive advantage in local, international, and global environment. They can assist job satisfaction and may increase the organizational success while reducing the intention to quit and negative word of mouth of employees (Burke, 2003; Pare et al., 2001; Bond, 2004). If human resource management practices are not effective, efficient, and fair, an employee will lack commitment and loyalty toward the organization. Lack of trust in business causes the demoralization of employees (Astrachan et al., 2002). Peng and Chiu (2010) and Kya et al. (2010) demonstrated positive correlation between the feedback working environment including human resource management practices such as the performance appraisal and organizational citizenship behavior.

Job Satisfaction and Quitting Intention and Negative Word of Mouth

Job satisfaction is defined as an individual's reaction to the job experience (Berry, 1997). In other words, job satisfaction refers to an individual's positive emotional reactions to a particular job.

It is an effective reaction to a job that results from the person's comparison of actual outcomes with those desired, anticipated, or deserved (Madamba and De Jong, 1997). There are various components that are considered to be vital to job satisfaction and there have been many studies to identify the determinants of job satisfaction (Li-Yun and Samuel, 2007; Berry, 1997; Madamba and De Jong, 1997; Ross, 1998; Gillen and Chung, 2005; Robbins, 2003).These variables are important because they all influence the way a person feels about their job.

On the business side, many managers seem to follow the simple belief that happy workers are more productive and have greater job satisfaction that leads to improved performance. Feather et al. (2004), and Schmit and Allscheid (1995) point out in their study that satisfied employees display higher productivity and work beyond their job description, and do not engage in negative word of mouth. In addition, satisfied employees do not represent higher level of absenteeism or quitting intent in their job. It has been reported that job satisfaction is negatively related to employee's propensity to leave the organization (Hussain et al., 2003; Babakus et al., 1996). In addition, Ennew et al. (2000) claim that satisfied employees do not display a quitting intention. In addition, satisfied employees who have no intention to exit have a positive word of mouth about their organizations. Oppositely, Mattila and Patterson (2004) notice that employees with quitting intentions tend to talk negatively about their organizations.

Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior (OCB)

A number of organizational behavior and human resource management scholars studied the relationship between the job satisfaction and organizational commitment such as Fiedler (1993) who proved a strong positive relationship between employee satisfaction and organizational commitment. LePine et al. (2002) and Podsakoff et al. (1996) in two different Meta analysis studies demonstrated a significant positive correlation between employee organizational commitment and various OCB dimensions.

Organizational commitment has been regarded as a significant predictor of organizational citizenship behavior (Peng and chiu , 2010; Yaping et al.,2009; Meyer, Stanley, Herscovitch, and Topolnytsky, 2002). Mowday et al. (1982) believe that people possessing organizational commitment exhibit the following characteristics: considerable trust in organizational goals and values, a willingness to work hard for the organization, and a willingness to continue to be a member of the organization. These features imply that if organization members identify with and trust the organization, then they would hope to play proactive roles in the organization and be willing to devote more energy than required by the job description and behave in ways beneficial to the organization. OCB, that represents a personal involvement in the organization or reflects personal- sacrifice for the benefit if the organization, is assumed to be affected by commitment. A number of researchers such as Weiner (1982) and Peng and chiu (2010) posited that commitment is responsible for behaviors that do not primarily depend on reinforcement or punishment.

Organizational Citizenship Behavior and Job Performance

Empirical research supported the assertion that there is a positive relationship between OCB and performance. OCB is defined as the individual behavior that is discretionary, not directly or explicitly recognized by the formal system and that in the aggregate promotes the effective functioning of the organization (Organ et al., 1988). There are three types: obedience, loyalty, and participation (Li-Yun and Samuel, 2007; Kya et al., 2010). OCB has seven dimensions: (1) helping behavior (Podsakoff et al., 2000): (a) altruism (Smith et al., 1983), (b) Courtesy (Mohindra, 2010), (2) organizational compliance, (3) sportsmanship (organ et al., 1990), (4) organizational loyalty (Dyne et al., 1994), (5) individual initiative (organ et al., 1988), (6) civic virtue (Organ, 1990; and Schnake and Dumler, 2003), and (7) self development (Burton, 2003; and George & Jones,1997). Organizational behavior and human resource management scholars such as Mohinder et al. (2010) and Li-Yun and Samuel (2007) proved that OCB antecedents are individual disposition, perception of fairness, organizational commitment, job satisfaction, and organizational commitment.

Proposed Integrative Framework

This paper proposes a model to investigate the impact of the human resource management practices and job performance (See Figure1). The proposed model includes human resource management practices as independent variable, job satisfaction, organizational commitment, quitting intention, negative word of mouth, and organizational citizenship behavior as mediating variables, and job performance as dependent variable.

Figure 1 The impact of human resource management practices and job performance
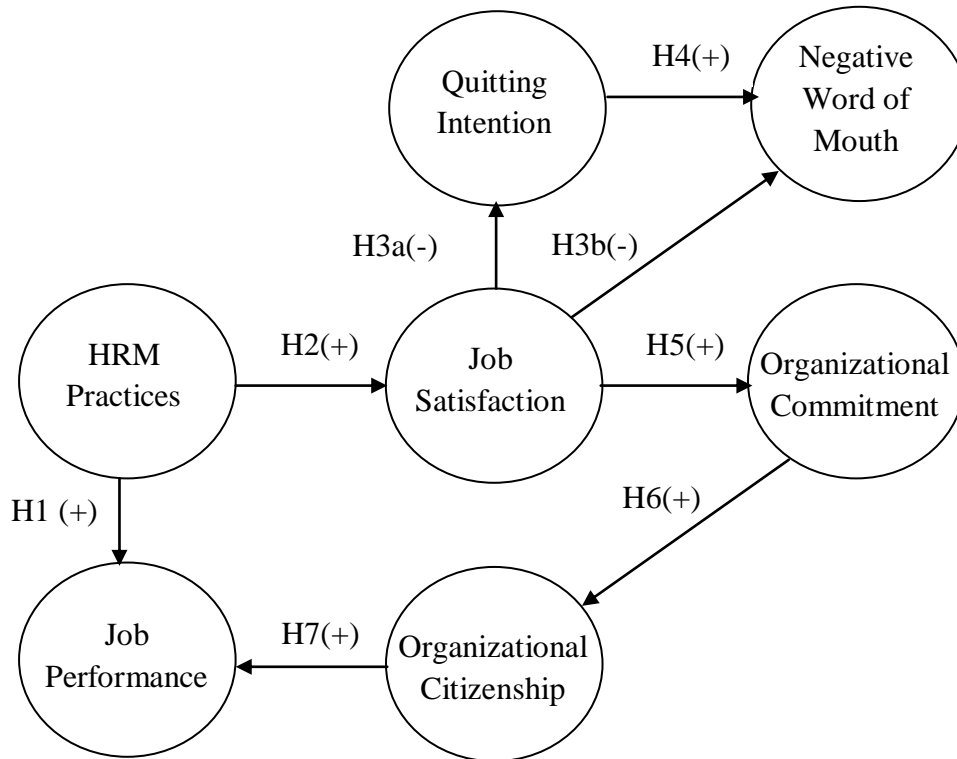
In light of previous empirical studies of human resource management practices, job satisfaction, organizational commitment, organizational citizenship behavior, quitting intention, and Negative word of mouth and job performance, the following research hypotheses can be posited:

H1.   Human resource management practices will exert a significant positive impact on job performance.
H2.   Human resource management practices will exert a significant positive impact on job satisfaction.
H3   A high perceived level of sincere job satisfaction will have a significant negative impact on quitting intention behavior and on negative word of mouth.
H3 a.   A high perceived level of sincere job satisfaction will have a significant negative impact on quitting intention behavior.
H3 b.   A high perceived level of sincere job satisfaction will have a significant negative impact on negative word of mouth.
H4.   Quitting intention will exert a significant positive impact on negative word of mouth.
H5   Job satisfaction will exert a significant positive impact on organizational commitment.
H6   Organizational commitment will exert a significant positive impact on organizational citizenship behavior.
H7   Organizational citizenship behavior will exert a significant positive impact on job performance.

Methodology

Context, Sample Selection, and Data Collection

The petroleum companies in Egypt are classified into 4 types: the public sector companies, the joint venture companies, the foreign concession companies, and companies established according to investment or private laws. This research focuses on the joint venture petroleum companies (www. scribd.com/doc/22410/petroleum-companies-in-Egypt). As we aim at studying and improving the human resource management practices of the gas drilling and production teams' supervisors in joint venture petroleum companies, with at least 51% national investments and most of its personnel are nationals. Personal interviews were held with a number of supervisors in the gas drilling and production teams in sites trying to explore their perceptions toward the human resource management practices and their consequent influences in their companies, some of them revealed their annoyance from some feelings of nepotism and unfairness especially in recruitment and selection, in addition to training and development.

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Consequently, a questionnaire was developed, tested and distributed among a sample of onsite supervisors of drilling and production teams.

The research population is 4412 supervisors and section heads in the joint venture petroleum companies in Egypt. A random sample of 600 supervisors, representing about 17% of the population, is chosen. The questionnaire was translated into Arabic and modified to suit the Egyptian environment and the petroleum industry in Egypt. Consequently, the questionnaire was distributed among 55 supervisors to pretest it. Data were gathered through personal interviews. 600 questionnaires were distributed among the randomly selected sample units. 553 filled in questionnaires were returned. 549 completed questionnaires are ready for analysis. The response rate is about 90%. The data collected are revised and analyzed using the SPSS statistical software package.

The respondents profile has the following characteristics: 66.1% of respondents are in their 30s while 20.2% are in their 20s; 52.2% possess 11 to 20 years of experience in the same organization while 32% possess from 6 to 10 years; 57.9% of respondents got a B.Sc. in Mechanical Engineering, 18.7% got a B.Sc. in Petroleum Engineering, 10.7% got a B.A. in Commerce, and 2.2% got an MBA. Most of the sample is characterized by youth that possess highly specialized and technical degrees and work in wells supervising the drilling and production teams and activities.

Measurement instrument

A 77-item survey instrument was used in order to explore the possible relationships among the study variables, namely human resource management practices (HRMP), job satisfaction (JSAT), organizational commitment (OCOM), organizational citizenship behavior (OCB), quitting intention (QI) and negative word of mouth (NWOM), and job performance (JPER).

Human Resource Management Practices: HRMP is a13 item-measure developed by Tsaur and Lin's (2002). The reliability analysis of the 13 items revealed (.70) as Cronbach's alpha.
Job Satisfaction: JSAT is a 6 item-measure developed by Babin and Boles's (1998). The reliability analysis revealed Cronbach's alpha of (.69).
Quitting Intention: QI is a 3 item-measure developed by Babin and Boles's (1998) with (. 67) as Cronbach's alpha.
Negative Word of Mouth: NWOM is a 3 item-measure developed by Babin and Boles's (1998) with Cronbach's alpha (.65).
Organizational Commitment: OC a 10 item-measure developed by Mowday et al. (1982) with Cronbach's alpha (.79).
Job Performance: JPER is a 14 item-measure developed by Fiedler (1993) with Cronbach's alpha (.70).

Organizational Citizenship Behavior: OCB is a 29 items representing 7 dimensions: *(1) helping behavior:* a 2 item scale developed by Podsakoff and Mackenzie (1994), *(2) organizational compliance:* a 7 item scale developed by Williams and Anderson (1991),*(3) sportsmanship:* a 4 item scale developed by Podsakoff and Mackenzie (1994) ,*(4) civic virtue* : a 3 item scale developed by Podsakoff and Mackenzie (1994), *(5)organizational loyalty:* a 5 item scale developed by Moorman and Blakely (1995) ,*(6) individual initiative :* a 5 item scale developed by Moorman and Blakely (1995) ,*(7) self development: :* a 3 item scale developed by George and Jones (1997) .The reliability analysis of the OCB 7 dimensions revealed (.71) as Cronbach's alpha.

All items originally were in English, so translations were needed into Arabic then a back-translation method was used (McGorry, 2000). The cross-linguistic comparability of the questionnaire was further tested with the faculty members of an Egyptian university who were fluent in both languages.

Results

Table 1 shows the intercorrelations between the observed variables. The correlation matrix revealed significant correlation among independent and dependent variables. It proved significant positive correlation between human resource management practices and job satisfaction, organizational commitment and job performance. In addition, it revealed negative correlation between human resource management practices, job satisfaction, organizational commitment, Organizational citizenship behavior, job performance, and quitting intention and negative word of mouth. There is a significant positive correlation between the quitting intention and negative word of mouth.

Table 1 The Intercorrelation between the scaled variables

	HRM Practices	Job Satisfaction	Quitting Intention	Negative Word Of Mouth	Organizational Commitment	Organizational Citizenship Behavior	Job Performance
HRM Practices	1						
Job Satisfaction	.798**	1					
Quitting Intention	-.566*	-.610**	1				
Negative Word Of Mouth	-.729**	-.643**	.515**	1			
Organizational Commitment	.558**	.592**	-.698**	-.676**	1		
Organizational Citizenship Behavior	.610**	.719**	-.596**	-.504**	.794**	1	
Job Performance	.677**	. 623**	-.765**	-.502*	.709**	.832**	1

** Significant at 0.01
* Significant at 0.05

Multiple regression was used to test the research hypotheses. The objective is examining whether the independent variables: human resource management practices are capable of effectively estimating job performance.

Table 2 shows the results of testing the impact of the human resource management practices on job performance through the mediating role of the job satisfaction, organizational commitment, quitting intention, negative word of mouth, and organizational citizenship behavior.

Table 2 shows the results of testing the impact of HRM Practices, Job Satisfaction, Organizational commitment, OCB, Quitting Intention, and NWOM on job performance.

Table 2 Testing the Impact of HRMP, JSAT, OCOM, OCB, QI, NWOM, and JPER: ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6010.069	6	1001678.118	20.21	.000[a]
	Residual	2.308	543	1311570.342		
	Total	2.368	549			

a. Predictors: (Constant), Organizational Citizenship Behavior, Negative Word Of Mouth, Quitting Intention, HRM Practices, Job Satisfaction, Organizational Commitment

b. Dependent Variable: Job Performance

Table 3 Testing the Impact of HRMP, JSAT, OCOM, OCB, QI, NWOM, and JPER: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2468.371	1458.881		1.692	. 921
	HRM Practices	41.112	6.262	.435	1.393	.001
	Job Satisfaction	56.815	5.544	.449	1.598	.001
	Organizational Commitment	35.731	3.612	.356	.514	.001
	Quitting Intention	26.774	7.627	.126	.291	.005
	Negative Word Of Mouth	13.138	5.261	.105	.048	.005
	Organizational Citizenship Behavior	12.109	3.442	.319	.247	.001

    a.   Dependent Variable: Job Performance

The analysis of variance table shows that the overall model is proven significant when the independent variables: the HRM practices, job satisfaction, organizational commitment, OCB, quitting intention and NWOM were entered into the regression equation. The results proved support for the effect in hypothesis 1 (Overall model: $F=20.213$, df =6, $p < 0.001$; R=.651, R^2 = .570, adjusted R^2= .510). R- Squared measures the proportion of variance in the dependent variable that is explained by changes in all of the explanatory variables. In the full model, the impact of the HRM practices, job satisfaction, organizational commitment, OCB, quitting intention and NWOM on job performance of supervisors is supported. The global test assures that the independent variables do have the ability to explain the variation in the dependent variable (Lind et al., 2006). Thus, there is enough evidence that the HRM practices, job satisfaction, organizational commitment, OCB, quitting intention and NWOM are significantly related to and have a significant impact on job performance (see Tables 2 and 3).

The ANOVA results of testing the impact of HRM practices on job performance revealed that the HRM practices including employment tests, process, interviews, performance appraisal, promotion, orientation, educational, and training courses have a significant impact on job performance factors such as creativity, quantity and quality of results, dependability, cooperation, attendance, job knowledge, initiative, communication, ability to retain instructions and information, and judgment ($F=4.684$, df=11, $p< .001$). So, H1 is supported and HRM   practices is a significant predictor of job performance.

The ANOVA results show that HRM practices has a significant impact on job satisfaction at   .001 level of significance. HRM   practices   explains 41% of the total variation of the dependent variable: job satisfaction ($F=3.408$, df=10, $p < .001$). If HRM practices are fair and objective in terms of interviews, employment tests, employment process, orientation and training programs, promotions, and performance appraisal; supervisors will be satisfied in their jobs. They will enjoy it and will not consider it unpleasant or boring or being forced coming to the job. So, the more fair and objective the HRM practices are, the higher the job satisfaction, and consequently the higher the job performance. Thus, H2 is supported.

Table 4 shows the results of testing the effect of job satisfaction on quitting intention as two mediators in the relationship and impact of HRM practices on job   performance. The analysis of variance used to examine the influence of the job satisfaction on the quitting intention reveals that there is a significant impact of job satisfaction on quitting intention ($F=13.906$, df = 6, $p < .001$). That means the more pleasant, satisfying, interesting, and challenging the job is, the lower the intention to quit the job. Adversely, the more boring, unpleasant, disappointing the job is , the more the supervisor feels forced to go to work, the higher the intention to quit the job. Therefore, H3a is supported.

Table 4 Testing the Impact of Job Satisfaction on Quitting Intention:
Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	4.029	.954		4.222	.000
Job unpleasant	.143	.187	.086	.765	.005
bored job	.250	.198	.147	1.261	.009
well satisfied	.686	.143	.369	4.806	.000
Forced to go to work	.325	.176	.182	1.845	.007
Enthusiastic	.249	.178	.105	1.399	.004
Disappointed	.510	.183	.269	2.783	.006

a. Dependent Variable: Quitting Intention

Table5 Testing the Impact of the Job Satisfaction on Negative Word of Mouth: Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	11.672	.990		11.790	.000
Job unpleasant	.170	.194	.098	.875	.003
bored job	.084	.206	.047	.407	.004
well satisfied	.261	.148	.135	1.762	.050
Force to go to work	479	.183	.258	2.620	.010
Enthusiastic	.381	.185	.155	2.064	.040
Disappointed	.575	.190	.292	3.023	.003

a. dependent variable NWOM

Table 5 shows the results of the impact of the job satisfaction on the negative word of mouth. To explore if the job satisfaction has an influence on the NWOM or not, a multiple regression equation is formed. ANOVA test shows that job satisfaction has a significant impact on NWOM at .001significance level (F=13.989, df =2, p<.000; R=.512, R^2=.432, Adjusted R^2=.401).

Table 5 shows a significant effect of job satisfaction on NWOM. The higher the job satisfaction, the lower the NWOM and the more positive the supervisor will talk about his company. Adversely, the lower the job satisfaction, the more the NWOM about the organization. Thus, H3b is supported.

The ANOVA test reveals a significant impact of the quitting intention on the NWOM   (F=25.86, F= 25.86, df=3; R^2=.39, Adjusted R^2=.30). The results of testing the impact quitting intention on the NWOM provide an evidence that in case of the existence of the quitting intention, the supervisors use NWOM and talk negatively about their organization. Thus, H4 is supported.

ANOVA analysis results revealed significant impact of job satisfaction on organizational commitment (F=25.65, df=6, p < .001). The higher the job satisfaction, the higher the organizational commitment. Thus, H5 is supported.

The results of testing the impact of the organizational commitment on the organizational citizenship behavior revealed positive impact. The ANOVA analysis proved statistical evidence that the higher the organizational commitment, the higher the organizational citizenship behavior (F=3.807, df =6, p<.05).

The higher the ability to exert more efforts, the higher the belief in the organizational values and beliefs, and the more the organization cares about the supervisors packages, fringe benefits, promotion, career development, use of abilities; the higher the OCB in terms of helping behavior, individual Initiative, organizational compliance, civic virtue, sportsmanship, organizational loyalty, and self development (see Table 6). Thus, H6 is supported.

Table 6 Testing the Impact of the Organizational Commitment on the Organizational Citizenship Behavior : Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	121.486	148.045		.821	.413
	Pretty good place to work	6.787	29.915	.022	`1.227	.021
	Get ahead	37.993	24.374	.127	1.559	.021
	Wage rates	28.239	23.884	.092	1.182	.039
	Promotions decisions	8.496	22.929	.032	1.371	.011
	Fringe benefits	75.280	28.123	.268	2.677	.008
	Use of abilities	79.041	26.235	.242	3.013	.003

a.   Dependent Variable: Organizational Citizenship Behavior

ANOVA analysis revealed significant impact of the OCB on job performance ($F=21.406$, df =6, $p<001$). The higher the OCB in terms of helping behavior, individual initiative, organizational compliance, civic virtue, sportsmanship, organizational loyalty, and self development, the higher the job performance. Thus H7 is supported.

In conclusion, the human resource management practices have a significant impact on job performance. The more fair and objective the HRM practices are, the higher the job satisfaction, the organizational commitment, and the OCB; the lower the quitting intention, and NWOM. If supervisors are satisfied with their jobs, they will be willing to exert more efforts for the welfare of the organization, believe in the values of the company, will demonstrate voluntarily helping behavior, sportsmanship behavior, civic virtue, individual initiative, organizational loyalty, and self development, and Consequently, higher job performance. Therefore, HRM practices have significant effects on job performance and the job satisfaction, organizational commitment, OCB, quitting intention, and NWOM have significant mediating roles.

Conclusions

The Egyptian petroleum sector is a major economic sector whose revenues contribute with a high percentage in the national income. As an influential sector, it focuses intensively on acquiring, developing, investing, and retaining its human resources. The Egyptian petroleum sector adopts strategies aiming at implementing HRM practices and systems that are managed affirmatively, fairly and objectively, and operated professionally and strategically. However, managers in the joint venture petroleum companies whether working in the drilling, exploration, refinery, or production, have to continually provide effective control on human resource management practices. There has to be fair and consistent implementation of employment policies. In order to keep up with the changes in the global environment, professional systems need to be followed and adapted to the organizations. Human resource management departments have to have sufficient power and authority in order to help ensure that employment policies will be implemented without discrimination; ethically , affirmatively, fairly , and objectively.

Higher levels of perceived justice and satisfaction lead supervisors to be more loyal to their organization. Satisfied supervisors will be highly committed, display organizational citizenship behavior and will be very conservative to talk negatively about their organization or think of quitting it, and finally will display higher performance and they tend to work beyond the job description. In this way, supervisors and employees will also become desirable employees just as family members, and this will add to the competitive advantages to the organization and will strengthen its market positioning and image.

The current study reveals that affirmative, objective and fair human resource management practices affects the level of perceived justice among supervisors and consequently their job performance through the positive influence of job satisfaction, organizational commitment, OCB, and lessen the influence of NWOM and quitting intention.

Ineffective, and unfair practices and incidents occurring in such human resource practices as selection, promotion, training, career development opportunities, shifting, compensating , rewarding, and performance appraisal are expected to reduce the level of job satisfaction, organizational commitment, and performance ; in addition to talk negatively about the organization and to intend to quit it. Adversely, fair, objective, and effective HRM practices are expected to improve the level of job satisfaction, organizational commitment, OCB, and lessen the quitting intention, and NWOM.

Recommendations and Implications for Managers

These findings have important implications for managers in the Egyptian petroleum industry. In order to improve the supervisory level performance and satisfaction, petroleum organizations have to improve their human resource practices. Petroleum organizations need to use and /or develop and improve professional, fair and objective human resource management systems and practices. They have to organize and provide to all supervisors equal opportunities for career development: educational, and training courses and programs. Promotions opportunities should be distributed fairly and offered to competent personnel. Compensation packages should be designed and distributed fairly. Performance appraisal must be implemented fairly and objectively.

This is also supported by Arasli (2002) who argues that organizations aiming at adopting and /or implementing a total quality management philosophy into their systems, should provide scientifically based training programs. In other words, improving supervisors' performance is vital and can be achieved through the use of effective, efficient, fair and objective human resource management practices.

Unfair and objective HRM practices may cause the formation of new informal groups both vertically and horizontally in order to strengthen their positions rather than displaying higher performance. Although those days, the job opportunities are not many in the petroleum industry in Egypt, employees may think of quitting their jobs or use negative word of mouth if their job satisfaction JSAT level is not enhanced.

JSAT is the key factor for organizational success, since higher levels of perceived JSAT lead employees to be more loyal and committed and display high organizational citizenship behavior and consequently performance. Measuring job satisfaction regularly, every 6 or 12 months, will help in keeping this job satisfaction, determining and solving problems upon their occurrence through professional and scientific methods and techniques. Awareness sessions, workshops, group discussion, and/or training courses designed and managed by professional unbiased outside consultants and experts in OCB are recommended after a thorough diagnosis .That helps directly and indirectly in improving performance and boosting productivity. OCB boosts such positive behavior as individual initiative, cooperation, communication, customer service, and sportsmanship.   Providing performance appraisal feedback is essential to supervisors to determine the performance strengths and designing improvement plans with the superiors in performance appraisal interviews.

Areas for Future Research

This study has investigated the effects of the human resource management practices on job performance through enhancing job satisfaction, organizational commitment, performance, and lessening the quitting intention, and negative word of mouth of the onsite supervisors of the drilling and production teams in the joint venture petroleum sector. Further studies could focus on a comparative study with the human resource management practices for onsite and offsite supervisors. Onsite supervisors are provided with more fringe benefits, privileges, compensation, training and development, better working environment and interpersonal relationships as they live in shore or off shore together for a long period of time away from families and city lives. In addition, in group bonds are higher and the work culture depends more on collectivism in comparison with the offsite supervisors.

More comparative studies to test the effect of the human resource management practices on performance in various petroleum companies' types: foreign concession, joint venture, investment, and /or public are recommended. Another comparative study can focus on testing the effects of the competencies of the required quality of personnel in investment companies and in the public companies on the human resource management practices and consequently job performance.

In future research, other variables such as role stress, and various dimensions of job satisfaction may be used in order to examine more probable relationships. Further research, with larger sample sizes in other sectors or other types of petroleum companies such as joint ventures, testing the relationships among the same variables is beneficial and provide a support for the present findings.

Future studies may test the implications in other industries whether a manufacturing or a service one. In addition, comparative studies with other types of companies like Shell and Exxon Mobil are recommended.

A further study can investigate the potential effects of nepotism and injustice in human resource management practices on the employees' job satisfaction, organizational commitment, organizational citizenship behavior, and performance.

In a further research, potential relationships between the intention to quit, negative word of mouth and employee turnover may be examined using statistics, numbers, rates, and archival data.

The impact of OCB on organizational effectiveness/performance can be examined on the basis of parameters such as reduced absenteeism, reduced turnover, employees' job satisfaction, loyalty, employee retention, customer loyalty and customer satisfaction.

The authors faced many problems while doing this study. Some supervisors were very conservative when asked about their opinions about their companies' negative aspects and considered them as job secrets. That may lead to few positive results that could be further tested in future studies especially after the January 25th revolution.

There are several limitations to the current study. First, this study has investigated the effects of human resource practices on job satisfaction, organizational commitment, organizational citizenship behavior, quitting intention, and NWOM. First, future research with larger sample sizes elsewhere would be productive to provide a support for the present findings. Second, the selection of a single industry may lead to questions for generalizing the study findings. Third, the current study investigates the potential effects of HR practices and how the supervisors perceive the consequences. Further studies may explore nepotism from the managers' points of view and the consequences on HRM practices.

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Appendix

Kindly identify your point of view toward each of the following statement using the following scale:

(5)Strongly agree	(4)Agree	(3)neutral	(2)disagree	(1)Strongly disagree	5	4	3	2	1
A) Human resource practices:									
1-My company while employing new person often uses employment test (foreign language tests, personality tests, knowledge tests, etc.)									
2-During the company employment process the company explains both the positive and the negative aspects of the job.									
3- My company uses standardized interview methods during employment.									
4- The personnel in this firm go under educational programs at least once a year.									
5- My company gives proper and official courses in preparation of the employees at their jobs.									
6- My firm does systematic analysis to identify what is missing in the educational programs for the employee.									
7- My firm takes service behavior, and its development as basis for the educational programs.									
8- My firm uses the results from the educational programs to reach educational targets.									
9- The workers learn the performance evaluation results with an official notification.									
10- Performance evaluation reflects common aims for the firm, which has been studied and agreed upon.									
11- My firm takes job-related criteria for promotions and appointments.									
B) Job satisfaction:									
12- I consider my job unpleasant. R									
13- I am often bored with my job. R									
14- I feel fairly well satisfied with my present job.									
15- Most of the time, I have to force myself to go to work. R									
16- Most days, I am enthusiastic about my work.									

17 I am disappointed I ever took this job. R					
C) Intention to quit:					
18- I often think of leaving my job.					
19- I will lose much if I were to leave this job. R					
20- It is highly possible that I will be looking for a new job.					
D) Negative word of mouth:					
21- I always talk positively about this firm to others. R					
22- I always recommend this firm to everyone. R					
23- I always encourage my friends to work for my firm. R					
E) Organizational commitment:					
1- Belief in acceptance of the value and goals of the organization:					
24- This company is a pretty good place to work.					
25- I can get ahead in this company if I make efforts.					
26- This company's wage rates are competitive with those of other companies.					
27- Employee promotion decisions are handled fairly.					
28- I understand the various fringe benefits the company offers.					
29- My job makes the best use of my abilities.					
2- Willingness to exert extra efforts for the organization:					
30- My work load is challenging but not burdensome.					
31- I have trust and confidence in my boss.					
32- I feel free to tell my boss what I think.					
33- I know what my boss expects of me.					
F) Organizational citizenship Behavior:					
Helping Behavior:					
1- Courtesy:					
34- I am willing to give of my time to help other agents who have work-related problems.					
2- Altruism:					
35- I am willing to take time out of my own busy schedule to help with recruiting or training new employees.					
Individual Initiative :					
Conscientiousness:					
36- My attendance at work is above the norm.					
37- I encourage others to try new and more effective ways of doing their job.					
38- I frequently communicate to co-workers suggestions on how the group can improve.					
Organizational compliance:					
39- I give advanced notice when unable to come to work.					
40- I adhere to informal rules devised to maintain order.					
41- I take undeserved work breaks. R					
42- I spend a great deal of time with personal phone conversations. R					
43- I complain about significant things at work. R					
Civic virtue:					
44- I conserve and protect organizational property.					
45- For issues that may have serious consequences, I express opinion honestly even when others may disagree.					
46- I often motivate others to express the ideas and opinions.					
47- I encourage hesitant or quite co – workers to voice their opinions when the otherwise might not speak.					
48- I attend functions that are required but help the agency / company image.					
49- I attend training information sessions that agents are encouraged but not required to attend.					
50- I attend and actively participate in agency meetings.					
Sportsmanship:					
51- I consume a lot of time complaining about trivial matters. R					

52- I always find fault with the agency / company is doing. R					
53- I tend to make "mountains of molehills" (I make problems bigger than they are). R					
54- I always focus on what is wrong with my situation rather than the positive side of it. R					
Organizational loyalty:					
55- I defend the organization when other employees criticize it.					
56- I encourage friends and family to utilize organizational products.					
57- I defend the organization when outsiders criticize it.					
58- I show pride when representing the organization in public.					
59- I actively promote the organization's products and services to potential users.					
Self-development:					
60- I seek out and take advantage of advanced training courses.					
61- I keep abreast of the latest development in one`s field and area.					
62- I learn a new skill so as to expand the range of one's contribution to an organization.					
Job performance **Ability to retain instruction and information:**					
63- I learn well, apply, and retain new concepts.					
Initiative:					
64- I act independently or without specific instruction.					
Judgment:					
65- I diagnose well situations and conditions.					
Job knowledge:					
66- I use information to arrive at sound logical opinion and conclusions.					
67- I possess knowledge and information with respect to position requirements					
Creativity:					
68- I am able to bring new ideas, concepts, and solutions beneficial to satisfy objectives.					
Additional responsibility:					
69- I am willing to accept additional responsibility to accomplish objectives of the unit(may include willingness to work overtime)					
Quality of results:					
70- I often concentrate on accuracy, thoroughness, timelines, neatness, and consistency of work.					
Quantity of results:					
71- I achieve high volume of assigned work accomplished.					
Cooperation:					
72- I am able and willing to work in harmony with and for others, including adaptability to change.					
Dependability:					
73- I am reliable in meeting responsibilities and carrying out assignments within desired time limits.					
Attendance:					
74- I try hard to avoid incidence of tardiness and absence (other than be benefit/vacation days)					
Customer service:					
75-I focus on internal and external customer needs.					
Communication:					
76- Concerning report writing and letter writing, I am able to converse clearly and get points across and generate action (If applicable)					
Company policies:					
77-I adhere to company policies and procedures (dress code, moral and ethical standards, rules of conduct, safety, etc.)					

Personal data:

Name (optional):   **Company name:**
Position / job title: **Age: (   )**
Gender: **Educational degree:**
Department: **Total years of experience: (   )**
Years of experience in this organization: (   )   **R: means REVERSED score**