Organizational HR Practices And Employees Proactive Behavior Through Employees Engagement: Insights From Quetta's Higher Education Institutes

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Abstract

This study explores the relationship between organizational HR practices and proactive employee behavior, with employee engagement as a mediating variable. Drawing on a sample of faculty members from higher education institutes in Quetta, Balochistan, the study investigates the impact of various HR practices, such as performance appraisal, training & development, and recruitment & selection, on employees' proactive behavior by using Hayes's mediation process and multi-level regression. The findings suggest that effective HR practices can foster a sense[1] of engagement among employees, which in turn enhances their proactive behaviors, such as taking initiative, solving problems, and suggesting improvements. The study provides valuable insights for university administration and HR professionals in designing and implementing HR strategies that can cultivate a proactive and engaged workforce in the higher education sector.

Keywords: *HR Practices, Proactive Behavior, Employees Engagement, Training & Development, Performance Appraisal, Recruitment & Selection, Higher Education Institutes, Quetta, Balochistan.*

Background

Human resources are considered the most significant asset, playing an essential and crucial role in organizations' success, sustainability, and growth. Effective HRM practices can give organizations a competitive edge by synergizing employee skills and behaviors with company goals and objectives (Agarwal, 2003). "High-performance work systems" is a notion that has been extensively discussed in the literature and is one of the main focused areas of HR research. These systems cover various HR procedures to improve worker productivity, skills, and motivation, including thorough training, performance-based pay, and employee involvement. Adopting high-performance work methods has been linked in numerous studies to several advantageous organizational outcomes, such as higher profitability, more customer satisfaction, and lower employee turnover (Jyoti & Rani, 2017).

For instance, Huselid's (2014) study found that high-performance work practices significantly impacted employee productivity, turnover, and overall organizational performance (Dayarathna et al., 2019). Similarly, Cascio Terpstra and Rozell have demonstrated that

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investing in effective HR practices can yield significant financial returns for organizations (Varma et al., 2006; Sarikwal & Gupta, 2014).

However, it is essential to note that not all HR practices contribute equally to organizational success. As Dayarathna et al. (2019) argued, the processes through which HR practices are implemented and communicated to employees are just as important as the practices' content.

Furthermore, different organizational contexts and cultural circumstances may have varying effects on high-performance work systems' efficacy. The need to comprehend how high-performance work systems are operationalized at various management hierarchy levels and how they promote organizational effectiveness has been brought to light by recent research, especially in emerging economies (Dayarathna et al., 2019). The literature has provided ample evidence of the strategic role that human resources play in assisting firms in implementing high-performance work systems and promoting employee engagement. These practices can enable organizations to achieve desired outcomes, such as improved operational and financial performance.

It is clear that effective human resource management practices, particularly those associated with high-performance work systems, can significantly impact organizational success. However, further research is needed to understand how these practices are implemented and their effectiveness in different organizational contexts (Dayarathna et al., 2019; Sarikwal & Gupta, 2014; Chow, 2005).

The definition of proactive behavior is self-initiated, future-focused action to alter a circumstance. Proactive employees are more inclined to take charge, ask for input, and make an effort to manage their social and professional settings. Macey et al. (2009) suggested that proactive behavior benefits the individual and the organization as a whole. Employee proactive behavior encompasses three key components: future-mindedness, personal initiative, and determination. In contrast with burnout, task engagement is a constructive state characterized by enthusiasm, focus, and contentment in one's work, marked by solid involvement and dedication. When employees feel their efforts contribute to the organization's success, they are more motivated to perform well (Amrollahifar et al., 2023; Freeney &Tiernan, 2006).

Research has examined proactive behaviors, employee engagement, and HR procedures in isolation. For example, Alfes et al., (2013) conducted a thorough investigation of UK service sector companies, focusing on the connections between HRM procedures, employee engagement, and proactive Furthermore, studies have looked into the relationships that exist between employee engagement, competitive advantage, and human resource management (Nam & Lee, 2018; Schuler & Jackson, 2014)

Previous studies have explored the relationships between human resource management practices and organizational performance, as well as the inclusion of other variables such as psychological empowerment. However, there is a lack of research that examines the interrelationships among HRM practices, employee proactive behavior, and employee engagement in a single study. This research aims to address this gap, given the importance of HRM practices and their impact on employee proactive behavior and engagement. Furthermore, this study will be conducted in the academic context, mainly focusing on the Balochistan region, where such an investigation has not been undertaken before (Sohail & Akhtar, 2020; Rehman et al., 2019; Ahmed et al., 2019).

Problem Statement

Many higher education institutes employ poorly thought-out HR strategies, which causes them to fail to manage their human resources properly. This research aims to highlight the

importance of adequately executed HR practices at universities and their impact on proactive behavior on the part of employees, with employee engagement as a moderating factor.

Research Objectives

To examine the relationship between organizational HR practices and employees proactive behavior in Quetta city higher education institutions.

To evaluate the role of employee engagement as a mediating factor between HR practices and proactive behavior in the context of universities in Quetta.

Significance of the study

This study aims to address a critical gap in understanding the impact of organizational HR practices on employees' behavior in higher education institutions of Quetta. Poorly conceived HR practices lead to ineffective human resource management, resulting in suboptimal performance and disengaged employees (Yunus et al., 2023). By exploring the relationship between HR practices and proactive behavior, this research provides insights into how well-structured and properly implemented HR strategies can foster a more proactive and dynamic workforce. Furthermore, the study highlights the mediating role of employee engagement, offering a nuanced understanding of how engagement levels influence the effectiveness of HR practices. The findings from this research can guide university administrators and policymakers in designing HR strategies that enhance employee engagement and promote a culture of proactivity, ultimately leading to improved organizational performance and a more motivated academic community.

Literature Review

The primary purpose of personnel administration and human resource management has become increasingly focused on enhancing organizational effectiveness. Personnel administration has historically dealt with problems such as turnover, work satisfaction, and absenteeism (Hobfoll et al., 2018). However, as the 1980s developed and expanded, the focus changed from only problem-solving to assessing organizational development and outcomes. More emphasis has been placed on the translation and interpretation of traditional HR metrics, such as job performance, training effectiveness, and turnover, into pertinent organizational metrics of profitability and cost to strengthen the relationship between human resource management and overall organizational performance (Phillips, 1999; Zekiri, 2015; Hobfoll et al., 2018). Much research on the relationship between human resource management and organizational performance has emphasized a "soft" approach to HRM. It distinguishes between a "soft" approach focused on employee development and a "hard" approach focused on resource utilization, as reflected in Walton's contrast between control-oriented and commitment-oriented personnel management strategies (Liu et al., 2007). Arthur was among the first to apply Walton's recommendations in developing a contrast between direct control and high-commitment HRM systems in his research. In his studies, Arthur identified various HRM structures in steel mills, which he further classified into two broad types: those characterized by a control-oriented system and those marked by a commitment-oriented approach (Lepak et al., 2004). Arthur's research examined control-oriented HR systems focused on costs and efficiency, primarily reducing direct compensation.

In contrast, the commitment-oriented HR system aimed to foster a psychological bond between the organization and its employees through developmental opportunities, competitive predetermined pay, and employee empowerment. Subsequent studies have investigated, formulated, and applied HR systems analogous to Arthur's commitment-oriented HR approach. Furthermore, research on contingency and configurational perspectives highlights the

importance of fit between HRM systems and organizational strategies (Snell & Youndit, 1995; Dabu & Chadwick, 2009).

These HR systems have been collectively called high-involvement, high-performance, and high-commitment work systems. A common thread across these HR system categorizations is their focus on developing a committed and motivated workforce through activities and practices that engage and involve employees within the organization for which they demonstrate strong dedication (Nam & Lee, 2018; Gellatly et al., 2009).

Cheng (2018) suggested that a Human Resource Management strategy focused on internal promotions, diverse career paths, employee training and development, pay equity, and employee incentives appears to be a practical approach for organizations, regardless of their business strategy. This facilitative HR strategy aligns with a people-oriented perspective and resembles a High-Performance Work System approach (Sarikwal & Gupta, 2014).

Organizations should aim to attract and retain a committed, motivated, and skilled workforce. They should develop and enhance their people's inherent abilities, employability, and contributions by providing education and continuous growth opportunities. Organizations should implement a high-performance work system that includes thoughtful approaches to selection, recruitment, output-contingent compensation, and training/development activities aligned with enterprise requirements. They should foster a high-commitment management approach that recognizes employees as critical stakeholders and cultivates mutual trust and cooperation (Sloan & Gavin, 2010). Organizations should create an environment that nurtures fruitful and harmonious relationships and connections through partnerships between employees and management. They should promote a climate that encourages flexibility and teamwork (Schumann, 2001; Payani & Saraswathi, 2017).

Organizations should adapt and balance the needs of their diverse stakeholders. They should ensure individuals are appropriately rewarded and valued for their achievements and contributions. Employers should manage a varied workforce by considering individual and group variations in goals, job needs, and work styles. They should provide equal opportunities to all. Organizations should adopt an ethical approach to employee management, grounded in concern for individuals, and promote the mental and physical well-being of their employees (Silva & Opatha, 2015; Dongrey Rokade, 2022; Ugoani, 2020; Tharikh & Hamzah, 2020).

Human resource practices can significantly impact an organization's employees' performance and behavior. These practices are closely linked to managing organizational change. Effective human resource practices can improve employee behavior and align it with organizational requirements. Prior research has demonstrated that employee behavior is directly impacted by human resource procedures (Payani & Saraswathi, 2017).

A human resource management strategy component is high-participation or high-involvement HR practices. These procedures involve and use employees' ideas, drive, and intelligence. The activities carried out by an organization to manage its human resource pool and make sure that it is used to accomplish its objectives are referred to as HRM practices (Nam & Lee, 2018). "Best practices" are the finest or most successful procedures that set an organization apart. These are the human resource, or HR, systems that influence employee behavior and organizational performance in a universally favorable way. The phrases "high engagement HR apps," "good performance culture," "good behavior work practices," "great HR exercises," and "generic HR management" all allude to the same idea (Aguiling & Aguiling, 2021; Perello, 2015).

A collection of best practices known as general HR management is intended to create a highly motivated, skilled, and dedicated workforce. It is accomplished by putting high-involvement procedures into place and cultivating a high-trust culture. Three primary methods form the foundation of general HR management:

1.   An approach focused on human assets

2.   An approach based on motivation

3.   An approach based on opportunities for participation. (Perello-Marin & Ribes-Giner, 2014; Hafeez et al., 2020).

The willingness of an employee to make extra effort to help their company is known as engagement. Recent research shows engagement is an essential workplace concept that includes various behavioral and attitudinal outcomes (Khodakarami et al., 2018). Despite having somewhat different views, fundamental similarities exist between the measures and conceptualizations of engagement. Schaufeli observed that both share emotional, cognitive, and physical-active components. It is unlikely that there will ever be a global consensus on a single measure and definition of the energy, willingness, involvement, and engagement needed to participate in an organization's success (Hung et al., 2019; McAuliffe et al., 2019). Employee engagement refers to an employee's strong emotional and intellectual connection to work and organization. It encompasses an individual's dedication, enthusiasm, and proactive involvement in their job responsibilities and the company's overall success. Highly aware of the corporate environment, engaged workers work with coworkers to improve their job performance for the company's benefit. Employers should work to develop a mutually beneficial relationship with their workforce to promote and nurture employee engagement (Li, 2020).

"proactive" behavior refers to change-oriented and anticipatory actions occurring within one's formal role and in extra-role contexts. Researchers have proposed that the underlying mechanisms of motivation are fundamental drivers of proactive behavior. Within the expectancy theory framework, proactive behavior is linked to an individual's confidence in their ability to perform a particular action, as well as their sense of self-determination and personal agency. The proactive process can be characterized by two main elements: first, individuals forecast desired outcomes and develop goal-setting strategies, and then they monitor and mobilize their regular work performance to achieve those desired objectives (Guntert, 2014; Parker et al., 2010).

The modern labor market requires hiring capable, flexible people who demonstrate performance above and beyond expectations. The contemporary labor market requires the engagement of capable, adaptable employees who demonstrate performance beyond their job duties, which is called proactive behavior. The increased task demands of the contemporary work environment lead to proactive behavior (Li, 2020). It becomes a crucial and analytical factor in an organization's success. Previous studies have proposed a significant association between proactive attitude and human resource practices. It is viable because workers desire flexibility in their work.

Furthermore, research has indicated that proactive behavior is influenced by task engagement. Proactive behavior is a specific type of motivational attitude determined by the theories of self-determination and expectancy (Medan-Eyiusta, 2016). According to expectancy theory, an individual's propensity to behave in a certain way is influenced by their expectation that their actions will lead to desired outcomes and their perceived attractiveness. Individuals engage in proactive behavior because they understand the significance of their present actions on future outcomes. People express a need and desire to behave proactively, recognizing the importance

of taking an active, anticipatory approach to generate positive changes in their environment (Tanau & Salim, 2020; Wu et al., 2013; Fuller & Marler, 2009).

According to this idea and findings, employee involvement should be particular and contained within a coherent and unified system of human resource management strategies, processes, and procedures. Research has also demonstrated how job demands and resources are impacted by the organizational environment, which affects personal resources like convenience, psychological security, and significance, all of which impact employee engagement. The level of an employee's involvement in their work and the degree to which they share ideas, plans, and concerns are determined by engagement (Flamholtz, 2019; Khodakarami et al., 2018).

Personality traits like conscientiousness and sociability can impact an individual's job resources, psychological safety, and other variables such as job commitment, satisfaction, absenteeism, and creativity. Organizational commitment should be strategically reinforced through socialization, training, selection, performance management, and development practices. Employee engagement also influences attitudinal, behavioral, and financial outcomes (Hausknecht et al., 2008; Zaccaro & Collins, 1988; Kocakulah et al., 2018).

Talented job seekers frequently seek out challenging challenges, engagement, and career advancement, according to current studies in human resource management. Working circumstances that promote a good fit between employee expectations and the organizational environment are essential for firms to attract and retain skilled, motivated, high-caliber, creative, and engaged staff (Ramachandran & Prasad, 2022; Chaudhary et al., 2022).

Organizations should implement a scientific selection process to attract and retain talented, committed, and engaged employees. It may include personality assessments, structured interviews, assessment center evaluations, and reference checks to evaluate candidates' level of commitment and engagement (Goldstein et al., 2017).

Human resource management professionals devise strategies and procedures to address the development and learning needs of teams, individuals, or organizations. For instance, customer service training can enhance employees' abilities, knowledge, and skills in interacting with consumers, enabling them to satisfy client needs better and achieve heightened sales goals. Furthermore, Albrecht et al. (2015) suggested that previous research on training can be leveraged to enhance employee work engagement. To promote employee engagement, they tell the following three crucial interventions: a) offering the best possible balance between job requirements and resources; b) developing personal resources via training; and c) inspiring and enticing staff members to participate in job creation (Mani & Mishra, 2020; Waseem & Mehmood, 2019; Cheng & O-Yang, 2018; Aktar & Pangil, 2017).

As competition intensifies, organizations focus on their performance appraisal systems to drive improvements in employee performance. Buchner suggests that effective performance management systems increase employee engagement and reduce adverse behavioral and attitudinal outcomes. Research indicates that the process of performance appraisal can enhance employee engagement. According to Albrecht et al. (2015), several crucial actions can promote employee engagement, such as goal-setting and alignment, continuous feedback and recognition, managing employee growth, and fostering an atmosphere of empowerment and trust (Moaaz & Mansour, 2023; Rajendran & Doraisamy, 2022).

The idea that Human Resource Management has a significant role in organizational outcomes stems from the fact that HR practices positively impact workers. For example, increased employee motivation and satisfaction lead to improved operational outcomes, such as enhanced quality and quantity of services and products, which in turn positively impact the organization's

market and financial performance, including market share, revenue, and return on assets (Grecco et al., 2021; Kurdi et al., 2020).

Employee work engagement has a direct, positive impact on employee proactive behavior. Past research has demonstrated a productive association between personal initiative and work engagement. Proactive behavior involves improving one's current situation or creating new opportunities rather than passively adapting to defined conditions (Moaaz & Mansour, 2023). Proactiveness consists of two key components: an anticipatory component wherein individuals take action in advance and a component of personal agency to drive change. Employees who use their free time to plan for the upcoming workday tend to exhibit more proactive behaviors and initiatives. Proactive workers are typically regarded as more competent (Tanau & Salim, 2020).

Enhancing individual and organizational performance and cultivating a positive work attitude are the two main objectives of strategic human resource management. One of the main concerns for HR professionals is how to apply SHRM practices to achieve the intended results. Studies reveal that how workers view HR procedures is a critical factor in raising the degree of worker engagement. The degree to which this engagement results in positive employee behaviors varies. According to studies by Alfes et al. (2013), employee engagement mediates employee behavior and HR procedures (Shin & Jeung, 2019). Their findings further explain two critical HR practices concerning proactive behavior, empowerment, and competence development. It is consistent with previous research, which suggests that employees who perceive the organization cares about their well-being and provides adequate resources are more likely to exhibit proactive behaviors as they feel more involved and engaged in their work. Work engagement fully mediates the effect of task resources on proactive behavior, according to the literature, with better job engagement following higher task resources, which in turn favorably and directly corresponds with proactive work attitudes (Lu et al., 2018; Wang et al., 2017). After going through the literature, the following hypothesis and model were constructed.

H1: HR Practices have a significant relationship with employees' proactive behavior.
H2: Employee engagement mediates between recruitment & selection and proactive employee behavior
H3: Employee engagement mediates between training & development and proactive employee behavior
H4: Employee engagement mediates between performance appraisal and proactive employee behavior
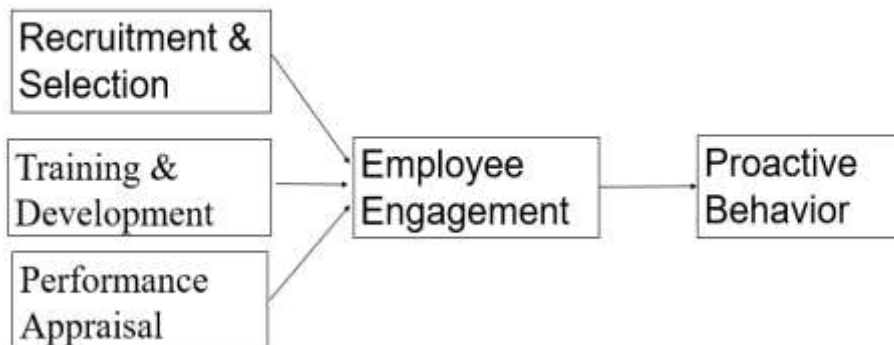
Research Design and Methodology

This study employs the deductive and causal research design, which involves identifying a broad research problem or area of interest and then developing hypotheses to investigate it (Bakker et al., 2012). The study used four hypotheses based on the positivism philosophy; quantitative data was gathered through a 44-item questionnaire using a 5-point Likert scale (Mishra et al., 2018). A survey instrument, a structured questionnaire, was used to gather data from the higher education institutes in Quetta. The data was collected from academic employees of public sector universities from four hierarchical levels (lecturers, assistant professors, associate professors, and professors) of Quetta City (Khan, Shahzad, Siddiqui, 2024; Hussin & Jabbar, 2019; Ali et al., 2021).

Using a sample size calculator, the sample size was decided (Israel, 1992; Adhikari, 2021; Nanjundeswaraswamy & Divakar, 2021). The optimal length of a sample depends on three factors: the degree of precision, the degree of risk or confidence, and the degree of variance in the qualities under study. Based on the information provided above, the population size is 1344, and the sample size at 95 percent confidence interval and 5 percent error margin is over 300 faculty members (Soomro et al., 2018; Khan et al., 2023; Fazal et al., 2014). Convenience sampling with no regard to probability was employed in this investigation.

The degree to which the data gathered accurately reflects the natural field of study is called validity. It implies that the outcomes should be consistent with the research goals. Validity testing aids in establishing the validity of the data that has been gathered. To allow for another review, it also evaluates any disparities in the data. Correlation analysis is used to demonstrate the accuracy of the results after validity is evaluated using AMOS and SPSS software. Researchers can enhance external validity through random sampling, heterogeneous groups, and non-reactive measurement methods. For an instrument to be valid, it must also be reliable, although reliability alone does not guarantee validity (Heale & Twycross, 2015; Salimi & Ferguson-Pell, 2017; Bolarinwa, 2023; Kulkull & Ganguli, 2012). The research instrument is obtained from three distinct sources depending on the characteristics. Three variables were examined: employee engagement, proactive behavior, and human resource management practices. Nancy (2013) has accepted Human Resource Management Practices as the instrument of a variable, and Schaufeli & Bakker (2003) is the source of the instrument of a variable (Employee Engagement). The study's instrument for the variable, employee proactive behavior, is used by (Kanten & Alparslan, 2013). Demographic data based on Name (optional), designation, department, university, and teaching experience are included in the first portion of the questionnaire.

Forty-four items are in the study, and five Likert scales—from 1 to 5, strongly disagree to agree strongly—are employed. Reliability levels above 0.8 are typically considered significant; the more fully a measure's reliability is examined, the more reliable the results (Charter, 2006; Souza et al., 2017).

The Hayes three-way interaction process and multiple linear regression were used to determine the relationship between the variables. The convergent validity was measured, and the results of composite reliability and average variance extracted from factor loading of each component were above 0.70 and 0.50, respectively (Appendix A). At the same time, the reliability measured through Cronbach Alpha is about the threshold level of 0.60 (Appendix B) (Taherdoost, 2016).

Results

According to descriptive data, the respondents' professional backgrounds were as follows: 67% were lecturers, 25% were assistant professors, 4% were associate professors, and 4% were professors. According to the universities, the University of Baluchistan accounts for 34% of

the workforce, Buitems for 28%, and Sardar Bahadur Khan Women's University Quetta for the remaining 38%. Regarding teaching experience, those with less than six years' experience make up 41%, those with less than eleven years' experience make up 35%, those having less than sixteen years' experience make up 8%, and those with more than fifteen years' experience make up 16% (Jokhio et al., 2022; Akhtar, 2022).

Results F value is 19.974, significant at a .05 level, indicating the model is fit. R –Square is .168, showing that the model (R&S, T&D, PA) explains 16% variation in proactive behavior. Results of Beta found significant regression equation F= 19.974, P<.000 with an .376 + .368 (R&S) +.244 (T&D) +.283 (PA). It shows that if a 1% change occurred in R&S, it would increase by 37% in PB. If a 1% change occurred in T&D, PB will increase 24%. If a 1% change occurred in PA, it would increase 28% in PB. According to the four conditions of the mediating, the independent variables (R&S, T&D, PA) have a significant relationship with the mediating variable (EE); mediating variable (EE) has a significant relationship with the dependent variable (EPB); the independent variables (R&S, T&D, PA) have a significant relationship with the dependent variable (EPB). Meanwhile, the strength of the relationship decreases, disappears, or increases when a mediating variable (EE) is added as a mediator (Baron & Kenny, 1984).

The results show that R&S has a significant relationship with PB (b=.062, p=.00<.05), T&D has a significant relationship with PB (b=.275, p=.0000<.05), and PA has a considerable relationship with PB (b=.376, p=.0000<.05); have a generally favorable and substantial link with employees' proactive behavior (Mehmood et al., 2023; Peariasamy et al., 2023; Al-Tit, 2020).

Table 1

	Variables	Beta	P value	F test	R sq	Tol/VIF	Result
Impact of R&S, T& D, and PA of Proactive Behavior	R&S-PB	.368	0.0000	19.974 (0.000)	.168	.587/ 1.727	Supported
	T&D-PB	.244	0.0000				
	PA-PB	.283	0.0000				

Including EE as a mediator between R&S and EPB increases beta.062 to 11, and the lower and upper bound values (.0519-.2096) are more significant than zero, indicating complete mediation. Adding EE as a mediator between T&D and EPB increases beta.275 to 11, and complete mediation is suggested when the values of the lower and upper limits (.0519-.2096) are more significant than zero. Adding EE as a mediator between PA and EPB increases beta.376 to 11, and complete mediation is suggested when both the lower and higher limits (.0519-.2096) have values greater than zero. Overall, the mediation tests show that, when employed as a proactive strategy, employee involvement significantly and favourably influences employee behavior (Alfes et al., 2013; Marinova et al., 2015; Bernhard-Oettel et al., 2011; Fleck & Inceoglu, 2010).

Conslucion & Implication

The study's overall findings suggest that more proactive behavior on the part of employees is correlated with higher education institutions' improved HR management practices. Similarly, workers who are more involved with their companies exhibit more proactive behavior. The study indicates that proactive employee behavior and HR management practices are favorably associated with employee engagement mediating (Albrecht et al., 2015; Whittington & Galpin, 2010; Mehmood et al., 2023).

The research's conclusions have essential applications. Universities may make significant efforts to upgrade their HR procedures by leveraging the findings of this study since improved HR procedures raise employee engagement, which in turn raises proactive behavior. Universities serve as social catalysts, and their faculty members significantly impact society's evolution via their research-based teaching and other activities. Proactive employee behavior is greatly valued and needed to increase faculty members' productive contributions(Khan et al., 2023; Nasir et al., 2019. To achieve the desired results and bring out dedicated, motivated, energetic, and involved employees who will be proactive and engaged and work hard for the betterment of the associated universities, this study can assist the universities in developing strategies and policies that are realistic and simple to implement (Ahmed, 2020; Chahar et al., 2021; Hanaysha & Hussain, 2018).

Future Research Direction

The study's main goal was to intellectualize the relationship between employee engagement and, specific organizational HR practices and proactive behavior on the part of employees. The empirical results validate and substantiate the findings. However, it is possible to unify various sub-independent variables of HR practices. Although the research was conducted specifically in Quetta City and had a small sample size, it might still be broadly applied by incorporating data from other cities and institutes (Rana & Malik, 2017; Bodla et al., 2014).

Appendix A

Item	CFA Values	AVE	Composite reliabilities
R&S1	.708		
R&S2	.720		
R&S3	.649		
R&S4	.601		
R&SS5	.703		
R&S6	.691		
R&S7	.604		
Recruitment & Selection		0.668	0.850
T&D1	.721		
T&D2	.875		
T&D3	.913		
T&D4	.773		
T&D5	.681		
T&D6	.692		
Training and Development		0.775	0.903

P&A1	.720		
P&A2	.823		
P&A3	.726		
P&A4	.627		
P&A5	.691		
P&A6	.725		
P&A7	.680		
Performance Appraisal		0.713	0.879
EE1	.735		
EE2	.822		
EE3	.812		
EE4	.807		
EE5	.775		
EE6	.680		
EE7	.687		
EE8	.685		
EE9	.702		
EE10	.803		
EE11	.697		
EE12	.680		
EE13	.789		
EE14	.822		
EE15	.801		
EE16	.655		
EE17	.706		
EE18	.806		
Employee Engagement		0.748	0.958
EPB1	.503		
EPB2	.564		

EPB3	.853		
EPB4	.878		
EPB5	.771		
EPB6	.737		
Employee proactive behavior		0.54	0.869

Appendix B

Variables	Number 0f Items	Cronbach Alpha	Type Of Reliability
Recruitment and selection	7	.769	Excellent
Training and Development	6	.608	Good
Performance Appraisal	7	.928	Excellent
Employee's proactive behavior	6	.941	Excellent
Employee Engagement	18	.867	Excellent

Appendix C

Designation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lecturer	201	67.0	67.0	67.0
	Assistant Professor	75	25.0	25.0	92.0
	Associate Professor	12	4.0	4.0	96.0
	Professor	12	4.0	4.0	100.0
	Total	300	100.0	100.0	

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