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The Relationship Between HR Practices, Personality, and perceived organizational support

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Abstract

Despite the fact that much earlier research have looked into the direct relationship between human resource practices and perceived organizational support, few have looked into the circumstances in which the strength of this association might differ. In a non-western setting of Palestine sector health, this study examined whether the strength of the five motivational and supportive practices of human resource management as linked to organizational support differs among employees with high Conscientiousness and low Conscientiousness assistance. Quantitative data was gathered from 12 public hospitals in Palestine and Gaza, and AMOS software (version 24) was used to examine the association and the moderating effect of conscient. Job characteristics, training, performance evaluation, career advancement, salary, and perceived organizational support all have a positive and substantial link, according to this study. Furthermore, conscientiousness was found to moderate the relationship among human resource practices (job characteristics, performance appraisal, and compensation) and perceived organizational support, but not the relationship between training and career advancement and perceived organizational support. As a result, hypothesis 2 received partial support in this investigation. Conceptual and applied ramifications, as well as study limits and recommendations for further research, were also examined.

Key-Words

Human Resource Management, HRM Practices, Perceived Organizational Support, Conscientiousness, Personality.

1 Introduction

Employees form global ideas about the amount to which their employer values their contributions and cares about their well-being, according to research (Eisenberger et al., 1986). Increased perceived organizational support (POS) is supposed to result in greater affective attachment and feelings of duty to the organization, according to social exchange theory (Blau, 1964) and the norm of reciprocity (Gouldner, 1960; Shore & Wayne, 1993). Work attendance (Eisenberger et al., 1986), job performance (Astuty & Udin, 2020; Du et al., 2018; Guan et al., 2014), job satisfaction (Maan et al., 2020), and especially affective commitment to the organization are all positively related to perceptions that the organization they work for supports and cares about them (Astuty & Udin, 2020). Although perceived organizational support is linked to a range of critical work-related attitudes and outcomes, the processes that contribute to the formation of POS are one area that needs further investigation (Shore & Shore, 1995; Shore & Tetrick, 1991).

Numerous types of antecedents have been linked to the formation of perceived organizational support, including (1) organizational perceptions, such as fairness (Ahmed & Nawaz, 2015), character (Rhoades & Eisenberger, 2002), and human resource (HR) practices (Allen et al., 2003; Foong-ming, 2008; Matarid et al., 2018; Pungnirun et al., 2020; Wayne et al., 1997). Based on Dawwas' (Matarid et al., 2018) findings, the researcher looked at HR practices that show the company appreciates and cares for its people. HR practices that suggest an investment in employees and show recognition of their efforts (e.g., valuing employee participation, (Eisenberger et al., 1986) indicate that the organization is supportive of the employee and is attempting to establish or maintain a social exchange relationship with them. As a result, perceived organizational support should be favorably connected to perceptions that one's organization offers these behaviors (Shore & Shore, 1995).

Human resource management (HRM) is a collection of philosophies, policies, and practices that have an influence on employees. Effective HRM strategies have been linked to better satisfaction, lower turnover and absenteeism, financial advantages (decreased expenses, higher productivity), enhanced employee health and well-being, and improved quality of care and patient outcomes in hospitals (Flynn et al., 2021). As a result, competent HRM is a determinant of efficient and successful hospitals (Flynn et al., 2021). HRM procedures were found to be ineffective in some Middle Eastern hospitals, particularly in Palestine (Ali Jadoo et al., 2015; El-Jardali et al., 2011), which may explain the increased rate of nurse turnover and resultant manpower shortages. This study, which builds on earlier research, attempts to develop a model that increases understanding of how nurses might stay in the job rather than leaving. In the problem statement, the problem is formulated.

Despite the fact that numerous researches have looked at the direct relationship between human resource management practices and POS/ perceived

organizational support (Allen et al., 2003; Lew, 2009; Liu, 2004; Matarid et al., 2018; Meyer & Smith, 2000; Nasurdin et al., 2008), few have looked at the circumstances in which the strength of these associations might differ. According to Baron and Kenny (1986), the question of "when" or "for whom" an outcome variable is most strongly caused is treated as a moderator factor. A moderating effect is an interaction in which the effect of one variable is influenced by the level of another (Baron & Kenny, 1986). As it is well recognized that HR policies impact whether workers quit, remain, commit, or are satisfied, there are also dispositional elements that can influence how people see themselves, and hence their behavior. We don't perceive things as they are, we see things as we are, according to Cicero, a philosopher. According to personality theory, people establish patterns of thinking that influence how they perceive life experiences. Conscientiousness is defined as the ability to be dependable, goal-oriented, punctual, organized, disciplined, industrious, energetic, persistent, and goal-oriented (Goodstein & Lanyon, 1999). Employees that are very conscientious, according to this opinion, are ambitious, obedient, and careful in their actions (Roberts et al., 2005). Conscientious people have better time- and stress-management abilities, and they frequently struggle with continual performance improvement (Westerman & Simmons, 2007). They also have a strong desire to join a desired organization (Resick et al., 2007). Furthermore, previous studies have revealed that conscientiousness has an essential moderating effect in employee behavior and performance (Alkadash & Alamarin, 2021; Bowling & Eschleman, 2010; Cianci et al., 2010). Conscientiousness may also reflect a motivational process. Conscientiousness has several good effects and has a significant impact on an individual's work behavior (Roberts et al., 2005).

According to the social exchange perspective and organizational support theory, employees with high conscientiousness are compelled to respond favorably to the organization in the form of positive job attitudes or organizational behaviors. As a result, conscientiousness relates to the interaction between the mind and the reality with which it interacts, and the level of conscientiousness can influence how people build perceived organizational support either negatively or positively. Although previous research has looked at the direct link between HR practices and perceived organizational support, few studies have examined into the scenarios in which this link's strength can vary. Furthermore, the present literature on social trading relationships does not fully analyze the important factors that may influence this relation, such as personality qualities (Fornell & Larcker, 1981).

As a result, filling this study vacuum is critical if we are to increase our understanding of the link between constructs by using personality qualities (conscientiousness) as a moderator. This study intends to fill a huge gap in the non-western literature by experimentally analyzing the link between HR practices (job features, training, performance appraisal, career development, and compensation) and perceived organizational support. Second, the study hopes to learn more about the nature of the relationship between HR practices (Job characteristics, Training, performance appraisal, career development, and

compensation) and perceived organizational support by examining the moderating impact of personality traits in the link between HR practices (Job characteristics, Training, performance appraisal, career development, and compensation) (conscientiousness).

2 Theoretical Background and Hypotheses

2.1 Human Resource Management Practices

Human resource management practices are actions inside an organization aimed at managing a pool of human resources and ensuring that those resources are used to achieve organizational objectives (Alkadash, 2015; Schuler & MacMillan, 1984; Wright & Snell, 2005). HRM practices such as planning, job evaluation, selection and recruitment, orientation, remuneration, performance appraisal, training and development, labor relations, teamwork, and employee security all help a company's business performance, including employee productivity, product quality, and flexibility (F.-H. Lee & Lee). Job characteristics, training, performance assessment, career development, and compensation are the five practices of human resource management that are represented in this study. Job characteristics are the five primary variables that influence employee behavior and attitudes in order to improve employee performance, contentment, motivation, and turnover (Elanain, 2010). Task diversity, skill variety, task relevance, feedback, and autonomy are some of these features (AlZgool et al., 2021; Hackman & Oldham, 1976). Employee training is a procedure that allows people to improve their abilities, learn new knowledge, and practice their traits in order to become more successful and efficient at work. Training contributes to the attainment of the organization's aims and objectives while also assisting personnel in their overall growth. Performance appraisal is a system for establishing work standards, evaluating an employee's actual performance against these standards, and providing feedback to the employee with the goal of motivating them to improve their performance and put in more effort at work or continue to perform in their task (Nwachukwu & Chladková, 2017). Career development is defined as an organized, institutionalized, and planned effort to align an individual's professional goals with the company's workforce requirements (Russell, 1991). Career development is regarded as a critical component of human resource management methods in order to guide people toward career enrichment and achieve the organization's objectives (Nadler & Nadler, 2012). One of HRM's primary goals is to provide compensation. Employee remuneration is defined by Dessler (2000) as "all types of pay or benefits given to employees and originating from their job." Employees tend to stay longer and are less likely to quit a business when they perceive excellent Human Resource practices, according to (Snell & Dean Jr, 1992).

2.1.1 Perceived organizational support (POS)

The organizational support theory suggests that "employees believe the corporation has a general good or negative attitude toward them, which includes both appreciation of their successes and care for their well-being," which is a significant idea. Perceived organizational support is an important part in defining the social exchange interaction between the employers and employees because it implies what the organization has done for them, at least in the workers' opinion. Perceived organizational support Eisenberger et al. (1986) refers to employees' overall feelings about how much the company values their efforts and cares about their well-being.

2.1.2 Personality Characteristics

Personality traits or characteristics are stable patterns of ideas, attitudes, and behavior that describe how people behave in different situations (Costa Jr & McCrae, 2008; Dessler, 2000). There has been a spike in interest in studying employee personality and how it influences ability to do the job in recent years. The five-factor model of personality, in particular, has been emphasized as the essential structure of personality (Ang et al., 2006; Barrick & Mount, 1991; Carver et al., 2000). The five-factor model taxonomy is a stable taxonomy for identifying personality characteristics, according to most academics (Ang et al., 2006). Furthermore, Ang et al. (2006) said that the five-component model and work behaviors have a significant link across time, situations, and cultures. The five-factor approach includes traits such as extraversion, emotional maturity, agreeableness conscientiousness, and openness to new experiences. The Big Five Personality Aspects are a well-known set of personality traits. Each of these five components serves as a bucket, containing a group of characteristics that occur frequently together (Alkadash et al., 2020; Kumar et al., 2009). People who score higher on the conscientiousness dimension are regarded as trustworthy, cautious, planful, orderly, punctual, disciplined, diligent, persistent, energetic, and goal-oriented (Barrick & Mount, 1991; Barrick et al., 2002; Costa & McCrae, 1992). Conscientious people usually have better time and stress management abilities, and they endeavor to improve their performance on a regular basis (Judge & Ilies, 2002; Westerman & Simmons, 2007). Furthermore, as compared to people who are low in this dimension, they typically perform a better job (Barrick & Mount, 1991). As a result, conscientiousness is the personality trait most closely associated to performance results. Another research discovered that conscientiousness is the most powerful predictor of work performance (Salgado, 2003). According to Judge and Ilies (2002), conscientiousness is an efficient and consistent predictor of performance motivation. Emotionally stable people are those who rarely display emotion and are less uncomfortable, unhappy, furious, humiliated, worried, and insecure. (Barrick & Mount, 1991), whereas those who score low on the emotional stability dimension are nervous and high self-monitors (Ang et al., 2006; Barrick &

Mount, 1991). Emotional stability has also been found to be positively and strongly connected with performance Dessler (2000); Flynn et al. (2021); Gelade and Ivery (2003) and turnover intentions (Caligiuri, 2000).

2.1.3 The Relationship between HR Practices and Perceived organizational support

Perceived organizational support (POS) (Barrick et al., 2002) refers to employees' general perceptions of how much the organization values their efforts and concerns about their well-being. To put it another way, perceived organizational support represents a person's view of an organization's "commitment" to him or her (Alkadash, 2020; Johlke et al., 2002; Settoon et al., 1996). Organizational support is crucial in sustaining a favorable connection between top management and subordinates, and organizations that provide assistance such as comprehensive people development may be perceived as providing stronger incentives to their employees. As supportive HRM practices are voluntary treatment by the firm that is certain to help the employee, they demonstrate that the company cares about the well-being of its people and can thus be trusted upon in the future. Employees' perceptions of organizational support will improve as a result of such positive evaluation (Nasurdin et al., 2008).

HRM shapes work force attitudes, according to a study by Ostroff and Bowen (2000), by shaping workers' views of the company and affecting their expectations about the type and depth of their connection with the business Raju (2021). Their methodology confirmed the existence of a strong connection between HR procedures and employee views. Similarly, Allen et al. (2003) discovered that perceived organizational support affects employee commitment by interacting with human resource management. Career growth possibilities were positively associated with perceived organizational support, according to Allen et al. (2003); Lew (2009). Trainings are one of the components in perceived organizational support, according to (Rhoades & Eisenberger, 2002; Wayne et al., 1997). Another research discovered that talent development and perceived organizational support were both beneficial factors (Dawwas, 2022). Pay level was shown to be an antecedent of perceived organizational support (POS) for IT professionals in (Liu, 2004), whereas incentives and perks were found to have a positive association with POS in (Meyer & Smith, 2000). Employee assessments of attractive organizational incentives and procedural justice were also antecedents of perceived organizational support, according to (Allen et al., 2003; Foong-ming, 2008). In a Japanese setting, (Yamaguchi, 2001) discovered a substantial positive link between autonomy and perceived organizational support. HRM practices were shown to be good with perceived organizational support by (Matarid et al., 2018).

Employees who perceive a high level of organizational support will feel ethically bound to reciprocate the favor and encouraged to contribute to the company's objectives (Raju, 2021). Talents who sense a strong degree of support from their employer feel valued and intimately linked to the company's objectives.

Employees will acquire a strong feeling of dedication and devotion to the organization that supports them, according to Judge and Ilies (2002). Failure to accommodate employee welfare will have a negative impact on the employee's perception of the company. However, H. Lee and Chui (2019) found that while compensation and benefits, as well as training and development, have no direct influence on perceived organizational support, work process is linked to it. More study is needed due to the inconsistencies in the data and the lack of definite proof of the link pattern. As a result, the researcher proposes the following hypothesis:

Hypothesis 1: Human Resource Practices (Job Characteristics, Training, Performance Appraisal, Career Development, and Compensation) positively influence Perceived Organizational Support

H1a: Job Characteristics positively influence perceived organizational support.

H1b: Training positively influences perceived organizational support.

H1c: Performance Appraisal positively influences perceived organizational support.

H1d: Career Development positively influences perceived organizational support.

H1e: Compensation positively influences perceived organizational support.

2.1.3 Employee Personality (Conscientiousness) as a Moderator

This study looked into the moderating force of an employee personality trait (conscientiousness) in this moderating framework. Employee personality is vital to include in this study since employees are not considered "emotional islands" on their own. They are known to bring their entire selves to work, including their personalities, moods, and feelings (Barsade & Gibson, 2007).

According to a review of the literature, conscientiousness has an essential moderating influence on employee behavior and performance (Bowling & Eschleman, 2010; Cianci et al., 2010; Vorobyova et al., 2022). In a sample of 726 employees, (Bowling & Eschleman, 2010) looked at conscientiousness as a mediator in the link between work pressures and unproductive job conduct. Work stresses were shown to be more strongly linked to unproductive work conduct among individuals with poor conscientiousness. According to Sheykhshabani and Beshlideh (2012), conscientiousness had no effect on the association between interpersonal conflict and job satisfaction, nor on the relationship between interpersonal justice and job satisfaction, but it did influence the relationship between distributive justice and job satisfaction. Another study looked into the role of conscientiousness in the relationship between POS and organizational justice (interactive justice, procedural, and distributive). They identified a significant interaction impact between distributive justice and conscientiousness in both the industrial and service populations Ahmed and Nawaz (2015). Furthermore,

conscientiousness has a number of positive impacts and has a big influence on how people operate (Zellars et al., 2006). According to the social exchange viewpoint and organizational support theory, employees with high conscientiousness are compelled to respond favorably to the organization in the form of favorable job attitudes or organizational behaviors. If this is the case, high levels of conscientiousness can influence, the impact of work aspects, training, performance assessment, career development, and remuneration on perceived organizational support, as well as the impact of HR policies that are regarded to be motivating and helpful. Employees who are very conscientious are goal-oriented and industrious, and they strive to assist the organization in achieving its goals (Demerouti, 2006). Individuals who strive for success are more likely to have better employment outcomes, as well as high levels of inspiring and supportive HR attitudes, as well as high levels of perceived organizational support. The following hypothesis is presented in light of this argument:

Hypothesis 2: Conscientiousness moderates the relationship between Human Resource practices (Job Characteristics, Training, Performance Appraisal, Career Development, and Compensation) and Perceived Organizational Support in Palestinian Public Hospitals.

H2a: Conscientiousness moderates the relationship between Job characteristics and Perceived Organizational Support such that this relationship will be stronger when employees are high in conscientiousness than when low in conscientiousness.

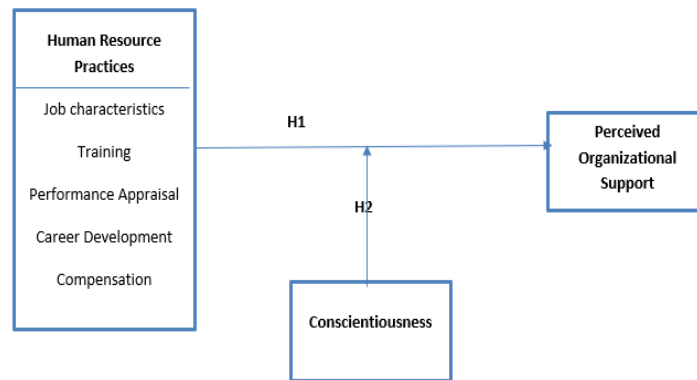
H2b: Conscientiousness moderates the relationship between Training and Perceived Organizational Support such that this relationship will be stronger when employees are high in conscientiousness than when low in conscientiousness.

H2c: Conscientiousness moderates the relationship between Performance Appraisal and Perceived Organizational Support such that this relationship will be stronger when employees are high in conscientiousness than when low in conscientiousness.

H2d: Conscientiousness moderates the relationship between Career Development and Perceived Organizational Support such that this relationship will be stronger when employees are high in conscientiousness than when low in conscientiousness.

H2e: Conscientiousness moderates the relationship between Compensation and Perceived Organizational Support such that this relationship will be stronger when employees are high in conscientiousness than when low in conscientiousness.

The study's hypothesized model is depicted in Figure 1.



3 Method

3.1 Sample

The study's sample was collected from 12 government hospitals in Gaza, Palestine. A convenience sample approach was utilized to gather data from 504 personnel working in Palestine Public Hospitals, and the study hypotheses were examined using a self-administered questionnaire and a convenience sampling method. Nurses were among the participants. The scales were written in English and then translated into Arabic. The Arabic version was likewise back translated into English, and an impartial linguist examined the two versions to guarantee comparability.

3.1.2 Measures

The questionnaire used seven-point Likert-type scales (ranging from 1 strongly disagrees to 7 strongly agree) to measure the items of the following constructs: Job Characteristics, Training, Performance Appraisal, Career Development, and Compensation were measured by 37 items adapted from Boselie et al. (2001); Brown and Steward (2009); Delery and Doty (1996); Gelade and Ivery (2003); Guest (2002); Kulik et al. (1988); Laka-Mathebula (2005); Matzler et al. (2004); Patterson et al. (1997); Quresh et al. (2007); Ramlall (2004); Sheykhshabani and Beshlideh (2012); Shore and Wayne (1993); Singh (2004); (Truss, 2001; Vorobyova et al., 2022). A nine-item questionnaire was used to assess conscientiousness, which was derived from (John & Srivastava, 1999). Other studies in the field have employed this scale (Elanain, 2010). A seven-item questionnaire derived from (Eisenberger et al., 1986) was used to assess perceived organizational support.

3.1.3 Results

3.1.3.1 Measurement model

The initial objective when establishing structural equation modelling was to analyze the measurement models through the confirmatory factor analysis (CFA)

of the variables proposed. The researcher then designed different SEM models so as test the study hypotheses using AMOS software (version 24). The 46 observed variables comprising the seven constructs were subjected to confirmatory factor analyses (CFA) with the covariance matrix as input. As following table 1 clearly illustrates, all good-of-fit indexes have reached their standard acceptance level as found in previous studies, we can therefore conclude that the measuring model is relatively suitable for the data collected (df= 964, CMIN (X2) = 2304.97, P-Value= 0.000, AGFI = 0.819, CFI= 0.929, IFI= 0.930, TLI=0.924, and RMSEA = 0.053). In addition, composite reliability and variance extracted were calculated, with both showing good results in the seven constructs (see Tables 2). All the standardized estimates were significant and in the expected direction. The composite reliability statistic assesses the internal consistency of a measure and is analogous to coefficient alpha (Fornell & Larcker, 1981). CR estimates and AVE from the CFA all exceed the 0.50 cut-off value suggested by Hair et al. (2010).

Table 1: GOF indices of modified measurement model

| Fit index | Modified model | Recommended values | Source |
|------------------------|----------------|--------------------|----------------------|
| DF | 964 | ≥ 0 | Source: [47] |
| CMIN (χ ²) | 2304.97 | | |
| P-value | .000 | > 0.05 | |
| AGFI | .819 | ≥ 0.80 | Source: [47] |
| CFI | .929 | ≥ 0.90 | Source: [47] |
| IFI | .930 | ≥ 0.90 | Source: [47, 48, 49] |
| TLI | .924 | ≥ 0.90 | Source: [47, 48, 49] |
| RMSEA | .053 | < 0.08 | Source: [47, 48, 49] |

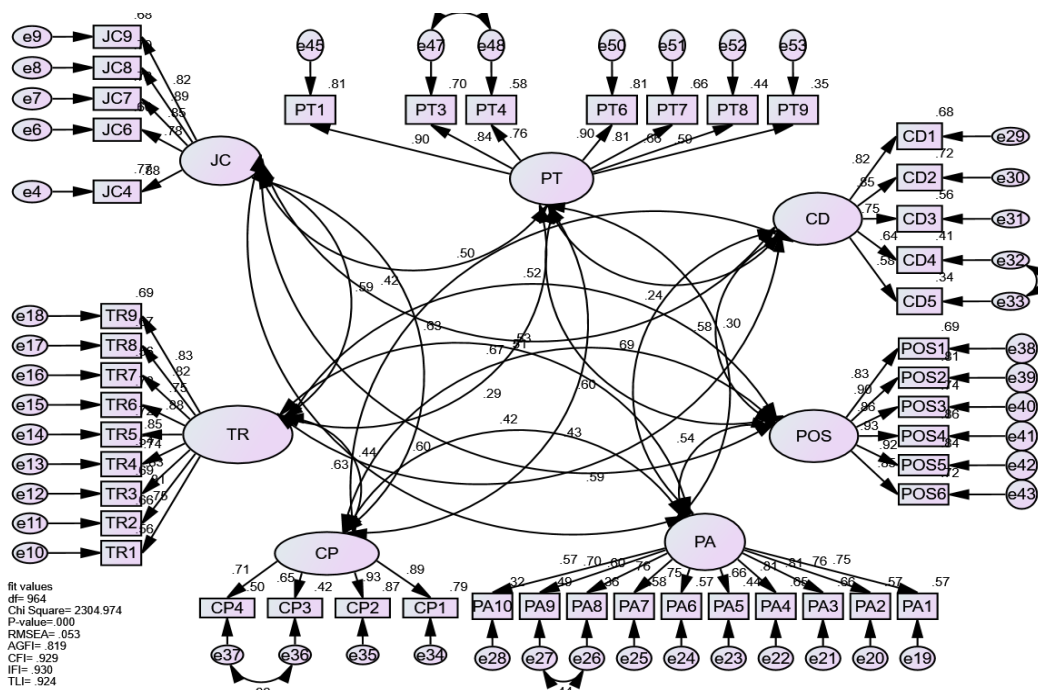


Figure 2: Modified measurement model with standardized factor loading for 46 reminder items

Table 2: Descriptive statistics, reliability, and correlations coefficients

| Variable | Mean | S.D | (CR) | AVE | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|----------------------------------|------|------|-------|------|----------|----------|----------|----------|----------|---------|---|
| Job Characteristics | 4.28 | .98 | 0.924 | 0.71 | 1 | | | | | | |
| Training | 3.63 | 1.57 | 0.944 | 0.65 | 0.59 *** | 1 | | | | | |
| Performance Appraisal | 3.84 | 1.34 | 0.914 | 0.52 | 0.62 *** | 0.53 *** | 1 | | | | |
| Career Development | 3.39 | 1.51 | 0.851 | 0.54 | 0.66 *** | 0.58 *** | 0.68 *** | 1 | | | |
| Compensation | 3.70 | 1.50 | 0.876 | 0.64 | 0.63 *** | 0.44 *** | 0.42 *** | 0.49 *** | 1 | | |
| Conscientiousness | 4.45 | 1.21 | 0.918 | 0.62 | 0.41 *** | 0.29 *** | 0.30 *** | 0.24 *** | 0.42 *** | 1 | |
| Perceived organizational support | 3.34 | 1.60 | 0.953 | 0.77 | 0.60 *** | 0.52 *** | 0.54 *** | 0.57 *** | 0.50 *** | 0.60*** | 1 |

Note(S): ** <0.001 level (two-tailed tests)

Providing evidence of scale reliability. The CFA thus supports the overall measurement model and supports convergent validity and reliability.

3. 1.3.2 Structural model

The structural equation model is the SEM analysis' second key process. The structural model illustrates the relationships between variables. It depicts the exact specifics of the relationship between independent (exogenous) and dependent (endogenous) variables (Hair et al., 1998; Ho, 2006). The structural design was good match, with the values of Df= 684, CMIN (X2) = 1567.01, P-Value= 0.000, AGFI = 0.842, CFI= 0.944, IFI= 0.944, TLI=0.939, and RMSEA = 0.51. The fit indicator values indicate that the hypothetical model corresponds appropriately to the data observed (Byrne, 2013) The track coefficients were therefore analyzed in the next step of the structural model.

Hypotheses Tests

The structural model is depicted in Figure 3 along with the hypothesized links between the primary constructs. Job characteristics, training, performance appraisal, and career development are all exogenous or independent factors in the model, whereas perceived organizational support is an endogenous or dependent variable. The structural model was developed using the maximum likelihood estimate (MLE) in order to test the research hypotheses in this study. Hypotheses were put to the test in two stages. The first step was to look at the variables' direct relationships. The second stage involved looking at the moderation linkages.

The R2 values for the regression model were 0.46, as shown in Figure 3. It means that the five factors of Human Resource Practices (Job Characteristics, Training, Performance Appraisal, Career Development, Compensation) predicted 46% of the variance in Perceived Organizational Support. The aggregate R2 value for both regressions satisfied the 0.10 cut off value criteria (Quaddus & Hofmeyer, 2007). The unstandardized and standardized regression weights for the structural model in this study are shown in Table 3.

| Regression model | Dependent variable | Predictor | Unstandardized Estimate | | Standardized estimate | C.R | P-Value | Hypothesis Result |
|-----------------------|--------------------|-----------|-------------------------|----------------------------------|-----------------------|-------|----------------|-------------------|
| | | | Estimate | S.E. | Beta | | | |
| | | | 1 | Perceived Organizational Support | Job characteristics | | | |
| Training | .17 | .057 | .15** | | 3.06 | 0.01 | H1b) Supported | |
| Performance Appraisal | .19 | .074 | .14** | | 2.62 | 0.01 | H1c) Supported | |
| Career Development | .18 | .069 | .17** | | 2.60 | 0.01 | H1d) Supported | |
| Compensation | .18 | .055 | .16*** | | 3.31 | 0.001 | H1e) Supported | |

*. Contribution is significant at the 0.05 level (2-tailed); **. Contribution is significant at the 0.01 level (2-tailed); ***. Contribution is significant at the 0.001 level (2-tailed).

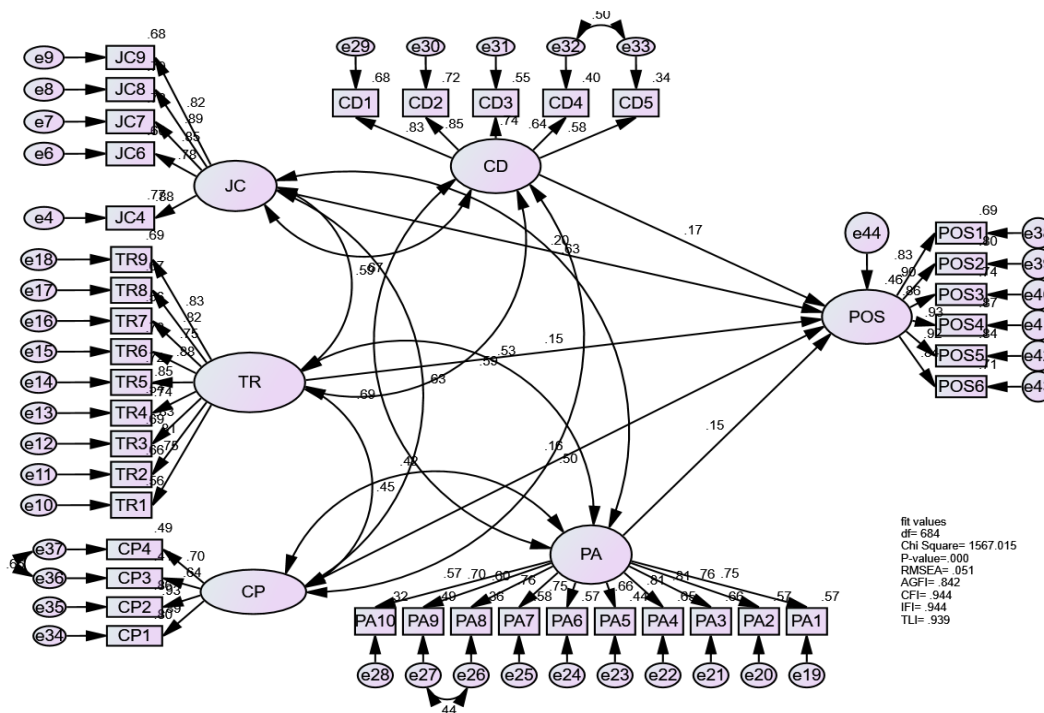


Figure 3: The structural model

The results of the structural model showed Job characteristics, Training, Performance Appraisal, Career Development, and Compensation had significant functional influence on Perceived Organizational Support, in term of Job characteristics ($\beta = .20$, CR.= 3.24, $p < 0.01$), Training ($\beta = .15$, CR.= 3.06, $p < 0.01$), Performance Appraisal ($\beta = .14$, CR.= 2.62, $p < 0.01$), Career Development ($\beta = .17$, CR.= 2.60, $p < 0.01$), and Compensation ($\beta = .16$, CR.= 3.31, $p < 0.001$). Hence, the study thus, H1a, H1b, H1c, H1d and H2e, were supported which indicates that the hypothesis 1 was fully supported.

The structural model is depicted in Figure 4 along with the hypothesized links between the primary constructs. The intensity and/or direction of a direct link can be changed by a moderator variable (Baron & Kenny, 1986). Conscientiousness

is thought to moderate the association between job features, training, performance appraisal, career growth, compensation, and perceived organizational support in this study. There are two ways for investigating the moderating effect in AMOS: multi-grouping and interaction (Hair et al., 2010).

The second way of testing moderation in this study was interaction, which indicates non-additive effects, such as when the joint effects of X and Z on Y are greater or lesser than their additive effects. Three actions are required before using this approach. After obtaining the goodness of fit indices from the measurement model, the researcher should impute data as the first step. The investigator should then calculate Z-scores for every variable. The interactive effect between the independent and moderator variables is the third phase (XZ). All of the sub-hypotheses of the moderation relationships were tested using the interaction method in this study because interactions allow for a more accurate clarification of causal effects by allowing researchers to clarify not only how X (job characteristics, training, performance appraisal, career development, and compensation) influences Y (perceived organizational support), but also how the effect of X changes based on the moderating variable of (conscientiousness). The researcher in this study imputed data from the measurement model, then calculated Z-scores for every variable, and then ran the five models separately, as shown in Figures 4.1, 4.2, 4.3, 4.4, and 4.5. For example, the researcher started to run the first, second, third, fourth, and fifth model which consist of job characteristics, conscientiousness, interactive relationship (job characteristics X conscientiousness), Training, conscientiousness, interactive relationship (Training X conscientiousness), Performance Appraisal, conscientiousness, interactive relationship (Performance Appraisal X conscientiousness), Career Development, conscientiousness, interactive relationship (Career Development X conscientiousness), Compensation, conscientiousness, interactive relationship (Compensation X conscientiousness), and perceived organizational support to determine whether conscientiousness moderates the relationship between job characteristics, Training, Performance Appraisal, Career Development, Compensation, and perceived organizational support. The results of these model test are presented in table 4.

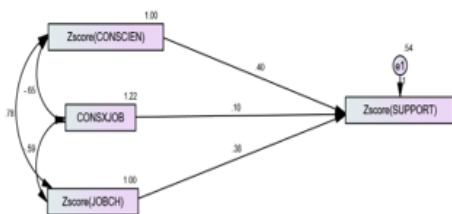


Figure 4.1: Interaction model between job characteristics, conscientiousness, and perceived organizational support

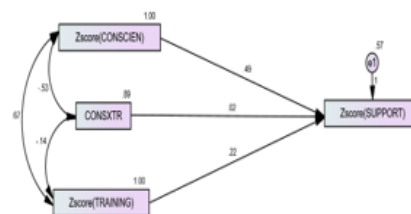


Figure 4.2: Interaction model between Training, conscientiousness, and perceived organizational support

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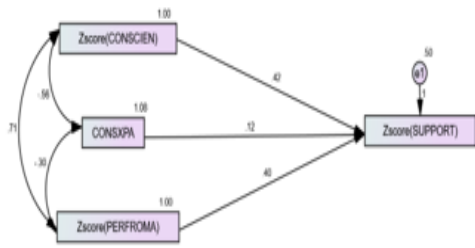


Figure 4.3: Interaction model between Performance Appraisal, conscientiousness, and perceived organizational support

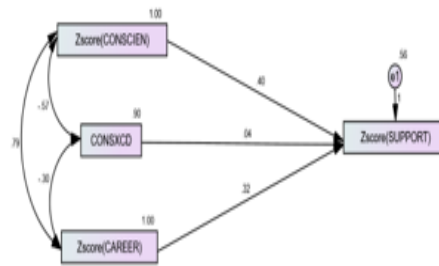


Figure 4.4: Interaction model between Career Development, conscientiousness, and perceived organizational support

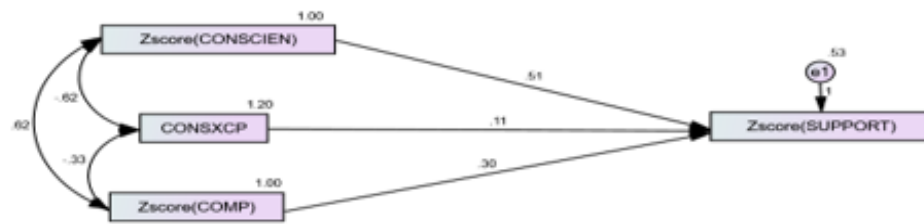


Figure 4.5: Interaction model between Compensation, conscientiousness, and perceived organizational support

| Table 4: The unstandardized regression weights in all models | | | | | |
|--|---|-------------------------|------|-------|---------|
| Dependent variable | Predictor | Unstandardized Estimate | | C.R | P-value |
| | | Estimate | S.E | | |
| Model one: Perceived Organizational Support | Job Characteristics | .38*** | .053 | 7.28 | .000 |
| | Job characteristics X Conscientiousness | .10** | .037 | 2.78 | .00 |
| | Conscientiousness | .39*** | .055 | 7.20 | .000 |
| Model Two: Perceived Organizational Support | Training | .21*** | .049 | 4.43 | .000 |
| | Training X Conscientiousness | .016 | .047 | .33 | .73 |
| | Conscientiousness | .49*** | .059 | 8.36 | .000 |
| Model Three: Perceived Organizational Support | Performance Appraisal | .39*** | .046 | 8.66 | .000 |
| | Performance Appraisal X Conscientiousness | .11** | .037 | 3.15 | .00 |
| | Conscientiousness | .41*** | .052 | 7.99 | .000 |
| Model Four: Perceived Organizational Support | Career Development | .31*** | .057 | 5.52 | .000 |
| | Career Development X Conscientiousness | .04 | .046 | .931 | .35 |
| | Conscientiousness | .40*** | .068 | 5.94 | .000 |
| Model Five: Perceived Organizational Support | Compensation | .30*** | .042 | 7.21 | .000 |
| | Compensation X Conscientiousness | .11** | .036 | 3.07 | .00 |
| | Conscientiousness | .51*** | .048 | 10.60 | .000 |

** . Contribution is significant at the 0.01 level (2-tailed); *** . Contribution is significant at the 0.001 level (2-tailed).

The first model displays R2 values of 0.54, the second model displays R2 values of 0.57, the third model displays R2 values of 0.50, the fourth model displays R2 values of 0.56, and the fifth model displays R2 values of 0.53. Furthermore, the unstandardized forecast for the first model revealed a significant relationship between job characteristics ($b = .38$, C.R. = 7.28, $p = 0.001$), conscientiousness ($b = .39$, C.R. = 7.20, $p = 0.001$), the interactive effect (job characteristics X conscientiousness) ($b = .10$, C.R. = 2.78, $p = 0.01$), and perceived organizational support. The fact that conscientiousness moderates the link between job characteristics and perceived organizational support is supported by this finding. As a result, hypothesis 2a was shown to be true. The second model discovered a substantial relationship between training ($b = .21$, C.R. = 4.43, $p = 0.001$), conscientiousness ($b = .49$, C.R. = 8.36, $p = 0.001$), and perceived organizational support ($b = .016$, C.R. = .33, $p = 0.73$), but no substantial relationship between interactive effect (training X conscientiousness). This finding supports the hypothesis that conscientiousness has no bearing on the connection between training and perceived organizational support. As a result, hypothesis 2b was ruled out. The third model discovered a significant relationship between performance appraisal ($b = .40$, C.R. = 8.66, $p = 0.001$), conscientiousness ($b = .41$, C.R. = 7.99, $p = 0.001$), the interactive effect (performance appraisal X conscientiousness) ($b = .11$, C.R. = 3.15, $p = 0.01$), and perceived organizational support. The fact that conscientiousness moderates the link between performance appraisal and perceived organizational support is supported by this finding. As a result, hypothesis 2c was found to be true. The fourth model found a strong relationship between career development ($b = .31$, C.R. = 5.52, $p = 0.001$), conscientiousness ($b = .40$, C.R. = 5.94, $p = 0.001$), and perceived organizational support, but no substantial relationship between the interactive effect (career development X conscientiousness) ($b = .04$, C.R. = .93, $p = 0.35$), and perceived organizational support. This finding supports the hypothesis that conscientiousness has no effect on the connection between career advancement and perceived organizational support. As a result, hypothesis 2d was ruled out. Compensation ($b = .30$, C.R. = 7.21, $p = 0.001$), conscientiousness ($b = .51$, C.R. = 10.60, $p = 0.001$), the interactive effect (compensation X Conscientiousness) ($b = .11$, C.R. = 3.07, $p = 0.01$), and perceived organizational support were all found to have a significant connection in the fifth model. The fact that conscientiousness moderates the association between compensation and perceived organizational support is supported by this finding. As a result, hypothesis 2e was found to be true.

In summary, the structural models' findings (figures 4.1, 4.2, 4.3, 4.4, 4.5, and table 4) display that conscientiousness moderates three relationships: i) the relationship between job characteristics and perceived organizational support, ii) the relationship between performance appraisal and perceived organizational support, and iii) the relationship between remuneration and perceived organizational support. Conscientiousness, on the other hand, does not moderate two relationships: 1) training and perceived organizational support, and 2) career

growth and perceived organizational support. As a result, this study partially confirmed Hypothesis 2: conscientiousness moderates the association between human resource practices (job features, training, performance appraisal, career advancement, and compensation) and perceived organizational support.

Sub hypotheses 2a, 2c, and 2e predicted that conscientiousness moderates the relationship between job characteristics, performance appraisal, compensation, and perceived organizational support, with stronger relationships between perceived organizational support and job characteristics, performance appraisal, and compensation when employees are high in conscientiousness than when they are low in conscientiousness. The relationship between conscientiousness personality, work qualities, performance rating, and salary is displayed. As illustrated in Figures 5.1, 5.2, and 5.3, the researcher began looking for a moderating influence of conscientiousness in the link between job features, compensation, performance appraisal, and perceived organizational support. The regression slope for high conscientiousness is greater than for low conscientiousness, as can be seen in this graph. This demonstrates that having a high conscientiousness personality enhances the beneficial association between, performance appraisal, work characteristics compensation, and perceived organizational support. This result supports the hypothesis that the effect of job characteristics, performance appraisal, and compensation on perceived organizational effectiveness was stronger for those participants with high conscientiousness (+1 SD from the mean) than for those with low conscientiousness (-1 SD from the mean). As a result, this study fully supports hypotheses 2a, 2c, and 2e.

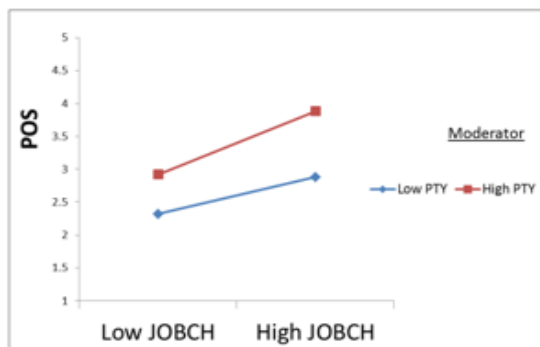


Figure 5.1: Graphical representation of the moderating effect of conscientiousness on the relationship between job characteristics and perceived organizational support

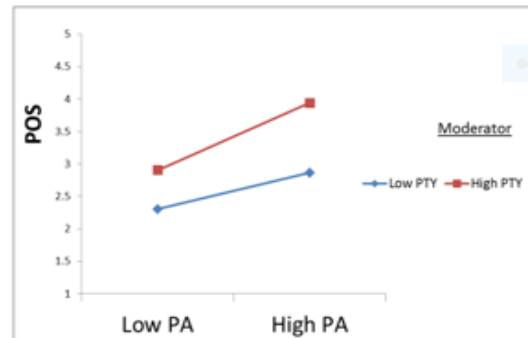


Figure 5.2: Graphical representation of the moderating effect of conscientiousness on the relationship between performance appraisal and perceived organizational support

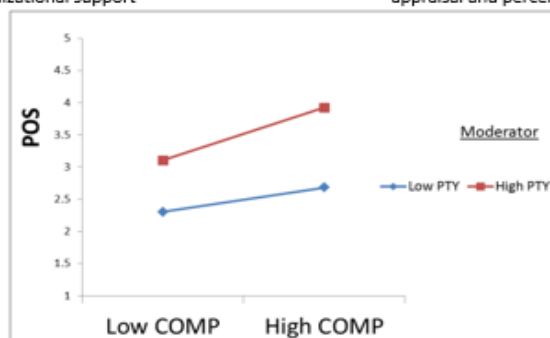


Figure 5.3: Graphical representation of the moderating effect of conscientiousness on the relationship between compensation and perceived organizational support

4. Discussion

The study's main goals were to examine human resource management strategies (training, job characteristics, career development, compensation, and performance appraisal) as well as perceived organizational support in the Palestinian health sector's non-western setting. The researchers also investigated whether conscientiousness influences the relationship between training, job characteristics, career development, compensation, performance appraisal, and perceived organizational support. This study adds to the body of knowledge in the field of human resource management by empirically establishing the value of HRM practices in achieving positive work outcomes in a non-Western setting. The goal of this research was to determine how HRM practices in the workplace (training, job characteristics, career development, compensation, and performance appraisal) affect perceived organizational support. Job features, performance appraisal, training, compensation, career advancement, and perceived organizational support all exhibited a positive and significant relationship, according to the findings of this study. Giving employees control over their jobs and training, involving them in various activities to improve their skills, providing fair feedback, investing in them, paying good salaries, motivation bonuses, health coverage, vacation, and retirement benefits all improve employees' perceptions of organizational support. Many studies Allen et al. (2003); Dawwas (2022); Foong-ming (2008); Lew (2009); Liu (2004); Matarid et al. (2018); Ostroff and Bowen (2000) have come to the same conclusion. That is, firms can effectively deploy human resource management strategies to enhance employee behavior, resulting in increased organizational support.

Personality in hospitals has arisen as an important topic to be studied by academics, owing to the rising relevance of human capital in this sector (Raju, 2018). Few studies, however, have looked at conscientiousness' role as a moderator in the relationship between training, work characteristics, career development, compensation, performance appraisal, and perceived organizational support. This study contributes to the growing body of data that a perspective on interactions is critical in determining perceived organizational support (POS). Employee perceptions of organizational support were found to be influenced by both dispositional (conscientiousness) and work-related (training, job characteristics, career development, compensation, and performance appraisal) aspects. According to the findings of this study, conscientiousness moderates the relationship between job characteristics, compensation performance appraisal, and perceived organizational support. Employees with high conscientiousness had a greater influence on perceived organizational support than those with low conscientiousness, as predicted by job characteristics, compensation, and performance appraisal.

In the hospital, job characteristics and performance evaluations should be considered. As a result, the study emphasizes the relevance of work characteristics

and performance appraisal in instilling a sense of responsibility to care for the company and assist hospitals in achieving their goals. Employers who provide inspirational job characteristics to their employees, such as offering them authority over their jobs, engaging them in different activities to upgrade their skills, raising awareness about the importance and significance of their jobs, and inclining toward long-term investment in their employees, are more likely to be perceived as caring about their well-being and viewing them as long-term assets. Employees' perceptions of organizational support improve as a result.

According to this study, conscientiousness also moderates the relationship between compensation and perceived organizational support. Individuals with high conscientiousness had a greater impact on perceived organizational support than those with low conscientiousness, as expected. That is to say, hospital compensation should be taken into account as well. As a result, the findings of this study imply that companies who offer remuneration packages that suit the demands of their employees are more likely to be seen as helpful and concerned about their employees. Distributive justice and conscientiousness have a strong interaction impact, according to Ahmed and Nawaz (2015). According to Resick et al. (2007), highly conscientious individuals are hesitant to join firms that do not create surroundings that align with their beliefs and personality; consequently, perceived organizational fit is extremely important. These individuals are more likely to perceive motivating and supporting activities and to experience more acknowledgment and participation as a result of increased perceived organizational support Du et al. (2018); Shore and Shore (1995).

Surprisingly, and contrary to predictions, conscientiousness had no effect on the association between training and career advancement and perceived organizational support in this study. That is, highly conscientious employees are satisfied that their achievements and well-being are valued by their organizations once they witness flexibility, a variety of activities to build their talents, clear and fair regular feedback, and a competitive compensation plan [32]. Organizational pressure to accomplish task goals, as well as the demanding nature of the nursing profession, may have influenced nurses to have conscientious personalities.

These findings can benefit not only academic research but also practitioners who want to better understand the relationship between the variables in the model, especially since that retention techniques have become one of the competitive advantages of businesses. However, there is still more work to be done in terms of bridging the gap between practitioners and academics. In this way, this essay supports a possible bridge for a more thorough understanding of the need for personality.

5. Managerial implications

This research has management implications for administrators and managers, particularly in the health-care industry. This study's findings highlight the importance of compensation, job characteristics, and performance appraisal.

To create employees' perception of being backed in the workplace, managers should consider giving employees more freedom and autonomy in how they conduct out their work, giving honest assessments, offering compensation packages that meet their employees' needs, inspiring them to do their work the way they think it should be done, and trying to remind them of how important their work and efforts are to the organization. Furthermore, factors such as organizational pressure to meet goals of the project and the demanding nature of the nursing profession may have led nurses to have a conscientious personality. As a result, recruiters must ensure that new recruits are highly conscientious by using a personality test to identify employees with conscientious personality. There are various limitations to the conclusions of this research of the moderating influence of personality. Based on the research findings' limitations, recommendations for further research were made.

6. Limitations and recommendations for future research.

Future research directions are suggested in light of the aforementioned constraints. Future study into numerous areas or sectors is encouraged to get new insights into how these notions work in different contexts. Furthermore, expanding this research to include additional types of companies, sectors, or countries will dramatically increase the amount of information available. Furthermore, using a longitudinal method may give more comprehensive evidence while reducing the danger of possible bias in employee perception. Furthermore, the use of mixed approaches or the combination of qualitative and quantitative methods might lead to new insights. Second, just one of the major five personalities was studied in this study. Possible additional moderators in the link between human resource management strategies and perceived organizational support, such like agreeable personality, should be investigated in future research.

7 Conclusion

The purpose of this study was to determine whether conscientiousness had a moderating effect on the link between human resource practices and perceived organizational support. Despite the fact that much earlier research have looked into the direct relationship between human resource practices and perceived organizational support, few have looked into the circumstances in which the strength of this association might differ. This study addresses this gap by analyzing whether the strength of five human resource management motivating and supportive practices as linked to perceived organizational support differs between employees with high and low conscientiousness. We were able to answer the question of "when" or "for whom" the independent variables (training, job characteristics, career development, compensation, and performance appraisal) most strongly cause the perceived organizational support parameter by looking at the moderating variable (conscientiousness) in this study. In this model,

conscientiousness was found to moderate only job characteristics, compensation performance appraisal, and perceived organizational support, according to the results of the moderated analysis. This suggests that, when compared to employees with low conscientiousness, organizational intervention in the form of providing stimulating and supportive occupations (high job features, high performance rating, and high compensation) leads to a higher perception of organizational support. Theoretical and practical ramifications, as well as study limits and recommendations for further research, were also examined.

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