



Analyzing Human Resource Management and Contextual Performance link through Perceived Organizational Support: A case of University of the Punjab

Dr. Zahra Ishtiaq Paul

Assistant Professor, Institute of Administrative Sciences, University of the Punjab, Lahore, Pakistan
zahra.ias@pu.edu.pk

Abstract

The concept of contextual performance has received significant attention in recent decades, particularly in academic literature. It necessitates more studies. Based on the norms of social exchange theory, this study has developed the framework to analyze the mediating effect of perceived organizational support on the relationship between Human Resource Management practices (HRMP) and contextual performance. It is a descriptive and explanatory study conducted using survey research design. The data was taken from 189 faculty members from three faculties of University of the Punjab, Lahore, Pakistan through stratified random sampling technique. Quantitative data was analyzed through SPSS with Process Hayes Macro. The findings show a considerable influence of human resource management practices on perceived organizational support. Additionally, HRMP have a significant effect on contextual performance when perceived organizational support is considered as a mediating variable. Moreover, a partial mediation of perceived organizational support between HRMP (training, performance appraisal, and compensation) and contextual performance relationship is found. The findings suggested that there is a 57% variation of HRMP on Contextual Performance in the presence of perceived organizational support. The findings of this research would promote understanding of the relationship among studied variables in the Pakistani university teachers. The current research reaffirms the social exchange theory literature from the context of Pakistan.

Keywords: Human Resource Management, Contextual Performance, Perceived Organizational Support, University Teachers, University of the Punjab



Introduction

Over the past 40 years, government, technology, management, and other sectors of society have changed drastically. Administrative and governance reforms have been implemented in the private and public sectors. In lieu of adhering to manuals and stereotypes, institutions have become results-oriented and public-focused. This achievement is primarily attributable to public management reforms that have implemented increased decentralization, performance measurement, market mechanisms, accountability and managerialism (Lapuente & Van de Walle, 2020). Clearly, a great deal of spadework has been required to effect this transformation, which has altered the world's form. The outcome is readily apparent in the form of increased output, effectiveness, and timeliness. A global shift has occurred in the public sector, shifting its focus from bureaucracy and authority to public delivery (Jabeen & Iqbal, 2010; Woods, 2020). Private sector best practices are being adopted by public sector organizations to increase efficiency and effectiveness (Nutt, 2006). The widespread adoption of Human Resource Management practices (HRMP) in the corporate sector is now being implemented in the public sector (Davhana, 2023).

Human Resource Management practices are used in organizations to improve performance by employing a talented, motivated, satisfied, and committed workforce (Sitko, 2023). They consist of recruitment, training, compensation, benefits, performance appraisal etc. The literature on HRMP demonstrates that the importance of managing and retaining human resources cannot be overstated out of all resources like technology, land, and capital (Atmaja et al., 2023; Biswas, 2023; Gold & Smith, 2022). Organizations must maintain an HRM system to effectively manage human resources (HR), which necessitates effective HRMP. The resource-based theory of the firm, as proposed by Barney (1986, 1991, 1995), highlights the significance of a firm's internal resources in creating and maintaining a competitive advantage. Improving organizational performance and gaining a competitive edge can be achieved by optimizing the utilization of human resources via the implementation of effective HRM practices (Le, 2024; Zhang et al., 2023). By applying resource-based theory, one can leverage employees as a distinctive asset that confers a competitive edge.

Progressive HRMP, such as selectivity, training, and incentive compensation, are positively correlated with perceived measures of organizational performance, according to research by



Delaney and Huselid (1996). An alternative study put forth a correlation between high performance appraisal and performance (DeNisi & Murphy, 2017). Other researchers have studied a relationship between various HRMP and contextual performance (Edgar et al., 2018; Ediagbonya, 2023; Werner, 2000). Based on the review of literature (Davidson & Griffin, 2006; Edgar & Geare, 2005) training, compensation and performance appraisal is taken as HRMP in the current study. The reason behind selecting these three HRMP is their high correlation with perceived organizational support (POS) and contextual performance (Combs et al., 2006; Mensah, 2015).

No university can progress without their human asset that is teachers. A problem in education has always been improving teacher performance. Successful academic institutions still rely on excellent teacher performance management, as it improves employer, student, parent, and stakeholder satisfaction (Kalia & Bhardwaj, 2019). Teachers are assessed based on their ability to effectively influence others to achieve the intended institutional objectives (Salisu & Awang, 2018). Aykan (2014) says contextual performance (CP) helps teachers do their jobs.

Organizations require contextual performance to enhance social and psychological value. While task and contextual performance are crucial for the success of any organization, employees often want to take on additional work beyond their job responsibilities (Cichy et al. 2009). According to Reilly and Aronson (2012), contextual activities are neither task or goal-specific and contribute to organizational success by enhancing employee and team performance. In academia, Bilal et al., (2015) propose a proactive concept of contextual performance, where teachers take initiative and go above and beyond for tasks. Thus, contextual performance is a crucial aspect of education. It focuses on behaviours in addition to job proficiency. These activities help protect and improve the psychosocial environment at universities while achieving goals.

The advancement of higher education is an essential determinant of progress for every nation (Awaya & Tomozawa, 2023; Jamoliddinovich, 2022). The function of universities as institutions generally and of university faculty as educators has an impact on the quality of higher education in any nation. Universities can gain the loyalty and commitment of their teachers by providing them with support, which results in goal achievement. In today's dynamic and competitive environment, organizations, including educational institutions such as the University of the Punjab, are recognizing the importance of HRM in attaining their objectives and sustaining



success. In this context, an often-overlooked aspect of human resource management is its impact on employees' contextual performance, which goes beyond their formal job descriptions and includes behaviors that contribute to the organization's overall effectiveness and productivity (Hall et al., 2003). At the core of this relationship between HRM and contextual performance is the concept of Perceived Organizational Support, which has emerged as a significant factor influencing the commitment, engagement, and performance of employees (Alfes et al., 2013; Obeidat, 2021).

Recognizing human resources as an organizational asset (Jackson & Schuler, 1995), business practices have been drastically altered, and employees received significantly more appreciation and consideration for their contributions to an organization. Employees seek support from the organization in every aspect of their everyday work; if the organization provides this support, employees will be motivated. The increased motivation of employees will influence their individual performance, which will then influence the organization's success and development. Therefore, positive, or negative perceptions of organizational support by employees will impact both their motivation and the effectiveness of the organization (Chillakuri & Vanka, 2022; Wang et al., 2022). Perceived organizational support is a crucial job attitude for sustaining employee commitment and inspiration in their position and organization (Sumardjo & Supriado, 2023). Employees' POS is now recognized as a potential source of competitive advantage because it increases employee commitment, which assures organizational performance and contributes to the success and survival of an organization.

High levels of POS in the workforce increase the probability of experiencing ambiguity. People value the reciprocity standard and frequently reciprocate similarly (Bhatti et al., 2022), so engaging in contextual performance is one method to reciprocate. Contextual performance assures the psychological and social growth of the organization and acts as a lubricant for enhancing task performance (Den Hartog & Belschak, 2007; Mahmoud, 2023). In other words, although contextual performance is not a defined role requirement, it describes a social change process involving voluntary behavior in favor of the organization (Rhoades & Eisenberger, 2002; Edeh et al., 2023).

This study endeavors to analyze the relationships between HRM practices and the resultant contextual performance of University of the Punjab teachers, in the presence of POS as a



mediating variable. Understanding these dynamics is crucial not only for the university, but also for the academic community, given that the higher education sector is marked by unique challenges and expectations. Gratton (2007) described contextual performance as workplace social networks that can provide energy and ideas that boost organizational performance. According to Gratton, Hot Spots occur when employee energy flares and monotonous tasks are set aside for engaged work, which boosts performance. Moreover, the Social Exchange Theory (SET) helps organizations and individuals evaluate exchange interactions (Blau, 1964). This theory emphasizes reciprocity in trading relationships. This approach views social exchanges as voluntary. How an organisation treats its employees may cause these activities (Gould-Williams & Davies, 2005). Based on how the company treats its employees, benefit recipients may feel obligated to reciprocate (Blau, 1964).

Regarding HR practices, the SET provides insight into how these practices can effectively inspire employees. This theory emphasizes that the exchange of resources and benefits is influenced by the social relationship between employees and the organization (Jiang, 2016; Jiang & Li, 2018; Lepak et al., 2012; 2018). Furthermore, prior studies have recognized that HR practices have a significant impact on improving performance in the education sector.

Specifically, these practices contribute to the provision of more proficient and efficient services (Knies, Boselie, Gould-Williams, & Vandenabeele, 2015) and the enhancement of teachers' organizational citizenship behavior (Oplatka, 2006, 2009; Somech & Drach-Zahavy, 2000). Universities can enhance their ability to attract and retain highly competent and dedicated personnel by implementing effective HRMP (Cheng, 2016).

The current research builds on Blau's (1964) social exchange theory to include the effect of Human Resource Management practices on contextual performance. Using social exchange theory, this study hypothesized and discovered that POS mediates the association between HRMP and CP. Perceived Organizational Support is essential in comprehending how employees interpret and respond to HRM practices. When employees perceive that their employer values and supports them, they are more likely to be committed, engaged, and motivated to contribute beyond their fundamental job responsibilities. Examining POS at the University of the Punjab can reveal the degree to which employees feel supported and the effect of this on their performance.



It demonstrates how employees direct their contextual performance towards assisting organizations. The value of assessing contextual performance and the potential role of Perceived Organizational Support as a mediating variable will assist the university in developing a motivated and dedicated workforce. According to Aung et al. (2023), employee commitment, job satisfaction, and performance are all closely related to contextual performance. This research will aid the policymakers and administration of the University of the Punjab in implementing efficient Human Resource Management practices throughout the university. These practices will provide support to teachers and improve the organizational, social, and psychological environment. (Jex & Britt 2014; Van Scotter & Motowidlo 1996). The future is shaped by education and research at universities such as the University of the Punjab. These institutions' efficacy affects education and human capital development. Therefore, it is essential to understand the factors that influence employee performance in such organizations. In addition, the current study is a response to LePine, Erez, and Johnson's (2002) recommendation for theory-based research to investigate the associations between other variables and contextual performance.

The objective of the current research is to investigate the relationship between Human Resource Management practices and contextual performance in the presence of perceived organizational support as a mediating variable.

Literature review

Human Resource Management Practices

Human Resource Management practices are categorized as a system with the objectives of attracting, recruiting, motivating, developing, and retaining employees to increase an organization's efficiency and effectiveness (Minbaeva, 2005; Wright & Snell, 1991). People are the most essential resource for gaining a competitive advantage and becoming a market leader, which is a goal shared by all organizations. Individuals in an organization, according to Song (2022), acclimate to change and respond to the competitive environment. According to the resource-based view of the firm (Barney et al., 2001; Bhandari et al., 2022), for an organization to develop and maintain a competitive advantage, it must generate resources that are difficult for rivals to replicate. The HR department of an organization ensures a competitive workforce (Dong et al., 2023). The HR department employs HRMP to ensure a competitive, satisfied, motivated,



and committed workforce for achieving organizational goals. When contented and committed employees realize they are supported by the organization, their perception of organizational support will increase.

Contextual Performance

Contextual performance refers to extra-role behaviors that are performed voluntarily but are not specified in the job description. Understanding the effects of the kind, helpful, collaborative, and innovative job performance behavior referred to by Borman and Motowidlo (1997) as

"contextual performance" is becoming increasingly important as interest in this type of behavior grows. Borman and Motowidlo have compiled a substantial corpus of research on the study of multiple dimensions of contextual performance. Volunteering for work, assisting coworkers, adhering to the organization's policies and procedures, and adopting and defending organizational objectives are examples (Koopmans et al., 2013; Jiang et al., 2022).

Employees engage in contextual performance when they actively assist lagging colleagues, maintain outstanding interpersonal connections, and complete assignments ahead of schedule. (Motowidlo, 2003) Contextual performance behaviors are intended to increase organizational efficiency by providing assets that would ordinarily be required to manage disciplinary issues, communication challenges, conflicting demands, or to provide more stringent evaluations of employee performance. Employees who follow directions, take initiative, persevere through challenging tasks, successfully interact with others, or voluntarily act on behalf of the company make more contribution to the organization than those who don't.

Perceived Organizational Support

Eisenberg et al. (1986) proposed in the mid-1980s that employees develop an impression of how much their employer values and cares about their contributions. By demonstrating that organizations are a valuable source of social and emotional support for employees, Roethlisberger and Dickson (1939) added a new dimension to this school of thought. Eisenberger et al. (1986) define perceived organizational support as the perceptions of the workforce regarding how much the organization values their efforts and cares for their well-being. The POS concept refers to an exchange obligation between the employer and the employee, emphasizing the significance of employees' commitment to the organization and employees' perceptions of the organization's commitment to them.



Social interaction is essential for human psychological development. According to Maslow's theory of the hierarchy of needs, social interaction is one of the fundamental needs of people, and everyone aspires to create a social circle where they would experience love, caring, affection, and other similar feelings. According to social exchange theorists, humans engage in social exchange relationships with one another in which they provide social and emotional support in exchange for similar support from their colleagues.

Perceived organizational Support, like other social constructs, is a multidimensional concept. Gouldner (1960) proposed the concept of norms of reciprocity to represent it as a generalized moral norm that requires individuals to support others who support them in return. In a meta-analysis of 70 studies, Rhoades and Eisenberger (2002) identified fairness, supervisor support, and organizational rewards and job conditions as possible dimensions of perceived organizational support. Highly devoted employees are less prone to quit for insignificant rewards, which lowers turnover intentions (Chen & Chen, 2023). Support also demonstrates to employees that the organization is committed to keeping them as valuable contributors.

When an organization values its employees, they actively work toward achieving its objectives (Eisenberger et al., 1990; McGahan, 2023); display fruitful workplace behaviors such as increased employee engagement (Hurtienne et al., 2022), reduced absenteeism (Charles-Leija et al., 2023), increased organizational citizenship behaviors (Sofiah et al., 2023), and have lower rates of turnover (Lu et al., 2023).

Conceptual Framework and Hypotheses

The norm of reciprocity (Gouldner, 1960) and the social exchange theory (Blau, 1964) serve as the theoretical foundation for the current investigation. The central tenet of social exchange theory is that interactions that offer more benefits than costs will generate long-term mutual trust and attractiveness. These social interactions involve both monetary and psychological gains, such as acceptability, loyalty, and status (Yukl, 2008). Undefined obligations are central to the reciprocity norm and social exchange theory. When one individual performs a service for another, time-ahead compensation is expected. These responsibilities may be carried out in the form of citizenship behaviors, and as an example of reciprocity develops through time, it gives the exchange relationship a sense of balance (Blau, 1964; Rousseau, 1989). These citizenship behaviors shape up contextual performance.



Employees place a high value on their exchange relationships with the organization. As previously stated, the concept of undefined obligations is dominant in both the norm of reciprocity and social exchange theory. Regarding employees' exchange relationships with the organization, perceptions of organizational support are one means by which these undefined obligations develop for employees. Regarding employees' exchange relationships with their supervisors, perceptions of unspecified obligations may develop because of the quality of their exchange experience with their organization, which in the present study is HRMP, specifically training, performance appraisal, and compensation.

Human Resource Management Practices and Contextual Performance

According to the findings of the researchers, HRMP needs to be put into place to reach high levels of performance (Wood, 2021). Organizations can also use HRMP as part of a remedial plan to assist in lowering employees' levels of stress (Peccei & Van De Voorde, 2019). These practices also improve contextual performance (Edeh et al., 2023). Sanders and Yang (2016) suggest that researchers investigate the psychological significance and significance that employees attribute to HRMPs they encounter.

Several studies have found a positive association between contextual performance and training (Dysvik & Kuvaas, 2008; Sels, 2002; Way, 2002), compensation (Muchhal, 2014) and performance appraisal (DeNisi, A. S., & Murphy, 2017). Multiple studies (Edgar et al., 2018; Nyathi & Kekwaletswe, 2023) have demonstrated a positive correlation between the use of HRMP and contextual performance. Thus, H1 is derived.

H1: There is a relationship between Human Resource Management practices and contextual performance.

Human Resource Management practices and Perceived Organizational Support

Rhoades and Eisenberger (2002) identified human resource practices that result in increased perceived organizational support. They further stated that organizational acts that employees see as expressions of gratitude, acknowledgment, and discretionary benefits are more likely to support.

Human Resource Management practices notably training, performance appraisal and compensation that acknowledge and invest in employees demonstrate that the organization



values its employees. When an organization adopts HRMP and policies, it communicates to its employees that it is doing everything possible to enhance their working conditions, resultantly, it values them. According to Hussain and Deery (2023), HRMP that offered financial incentives were also positively correlated with perceived organizational support.

Ho and Chan (2022) discovered that learning opportunities such as demanding assignments, initiatives resulting in skill development, and training are positively associated to perceived organizational support. They also stated that training during job is a voluntary practice that conveys an interest in personnel, leading to higher perceived organizational support. From the discussion H2 can be derived.

H2: There is a relationship between Human Resource Management practices and perceived organizational support.

Perceived Organizational Support and Contextual Performance

The amount to which employees believe that their company values their contributions, respects them, and really cares about their personal well-being might vary over time because of the various encounters that they have with their employers (Sheikh, 2023). These perceptions of organizational support are affected by the number of interactions that employees have with their employers. According to Ahmad et al. 2023 and Rhoades and Eisenberger 2002, employees who have a high POS are thought to have feelings of trust, long-term commitment, and a sense of corporate identity. These views have a good chance of evoking sentiments of nebulous commitments. Because individuals place a high value on the principle of reciprocity and commonly reciprocate in acts of generosity, engaging in contextual performance can be one way for people to show their appreciation (Bhatti et al., 2022). Therefore, one can infer hypothesis H3 from this.

H3: There is a relationship between perceived organizational support and contextual performance.

Human Resource Management, Perceived Organizational Support and Contextual Performance

There are studies that focus solely on the connection between HRMP and contextual performance (Tabiu et al., 2016; Werner, 2000); consequently, they make the argument that it is



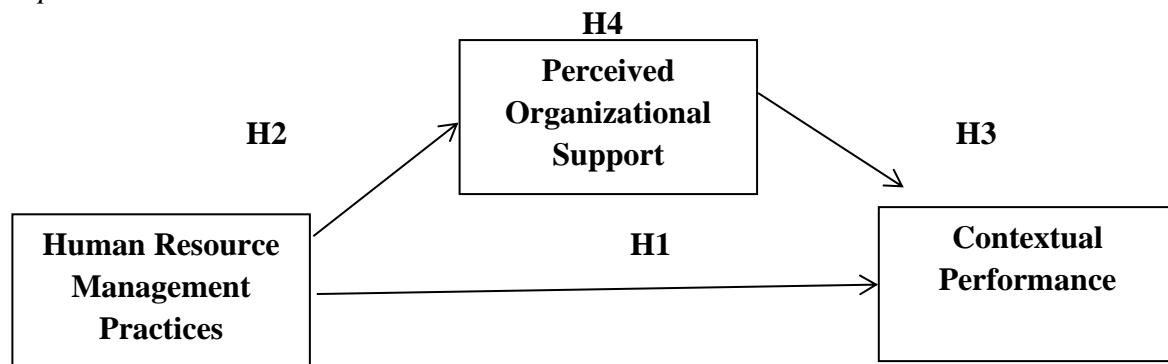
imperative for studies to examine the mediators of the relationship between HRMP and contextual performance.

Onsardi, et al. (2021) and Valeau and Paillé (2019) determined that HRMP contribute to perceived organizational support via utilizing social exchange theory. According to Kawai and Strange (2014) perceived organizational support influences contextual performance. In line with social identity theory, employees who feel valued by their employers have high perceptions of their organization's status (Fuller et al., 2003), which results in favorable attitude and behavior. Therefore, the relationship between HRMP and contextual performance may be mediated by perceived organizational support and therefore, Hypothesis 4 is put forth.

H4: Perceived organizational support mediates the relationship between human resource management practices and contextual performance.

The schematic diagram developed through conceptual framework is as follows:

Figure 1
Conceptual Model



Research Method

Research Design

It is a descriptive and explanatory study in which the effect of HRMP on contextual performance in the presence of Perceived Organizational Support of teachers at the University of the Punjab are studied. The study used a cross-sectional research design.

Sample and Sampling Technique

All regular faculty members of three faculties ((Behavioral and Social Sciences, Commerce, Economics and Management Sciences) at University of the Punjab with regular job status made



up the study population. A stratified random sample of 189 was drawn. The three strata consist of three faculties. The reason behind selecting these faculties is that all three come under the umbrella of social sciences and study behaviors. The sampling frame was the PU directory, which includes data on each faculty member. After the strata a random selection of lecturers, assistant professors, associate professors, and professors were made. Additionally, there are five departments in Behavioral and Social Sciences, 5 in Commerce and 8 in Economics and Management Sciences. This study aims to examine the associations between lesser-explored variables among teachers at the University of the Punjab in order to gain a deeper understanding of the dynamics. This understanding is important not only for the university itself, but also for the wider academic community, as the higher education sector faces distinct challenges and expectations.

Instrumentation and Measures

The data was collected using a questionnaire that used adapted scales. The HRMP (training, performance appraisal, and compensation) are assessed using the HRMP scale developed by Otoo and Mishra (2018). The perceived organizational support was examined using the short eight-item Survey of perceived organizational support scale developed by Rhoades and Eisenberger (2002, p. 699). Contextual performance is measured through Individual Work Performance Questionnaire (IWPQ) (Koopmans et al, 2013). Its 8 items of contextual performance are taken. Survey method has been used to collect data through a self-administered questionnaire comprising of 36 closed ended statements on five-point likert scale ranging from *Strongly Disagree to Strongly Agree*. For construct validity, item-to-item correlation was computed. In addition, reverse statements were included to enhance data validity.

Of the 189 questionnaires administered, 168 were returned giving a response rate of 88%. Furthermore, demographic information was also collected on gender, age, education. Out of 168 respondents there were 81 (48%) female and 87 (52%) male faculty members. The demographic variables have been controlled that can be seen in the results of multiple regression in table 1. There is 4 % change due to control variables on contextual performance whereas, 15 % change due to HRMP and 57% change due to the presence of POS as a mediating variable. The change in R^2 is 42 %.



Table 1
Results of Regression Analysis for Contextual Performance

Predictors	Contextual Performance		
	B	R ²	ΔR ²
Step 1 Control variables ^b		.046	
Step 2 HRMP	.345	.157	.111
Step 3 HRMP, POS	.692	.577	.420

^an = 168, ^bControl Variables (gender, age, education), *** p < .001

Data Analysis and Results

Table 2 indicates that all tested variables met the criteria of Nunnally and Bernstein (1994) for Cronbach's $\alpha > 0.70$. They are reliable and can be employed for additional data analysis. Human Resource Management Practices (training, performance appraisal, and compensation) have a positive and statistically significant ($p < .01$) relationship with both CP and POS ($r=0.399$ and $r=0.366$), respectively. While POS has a positive and significant ($p < .01$) association with CP that is ($r = 0.744$). The Pearson's correlation coefficient r indicates the relationship between two variables. The r value between 0.3 to 0.5 indicate medium effect size whereas greater than .7 show very large effect size (Cohen, 1988, 2013; Rosenthal, 1996). As in the current case all values have positive signs to it's a positive relationship.

Table 2
Variables' Reliabilities and Intercorrelations

Variable	Mean	SD	SE	1	2	3
Human Resource Management Practices	50.45	8.910	.7131	.857		
Contextual Performance	23.01	3.681	.2935	.399**	.801	
Perceived Organizational Support	19.61	3.671	.2940	.366**	.744**	.702

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

Table 3 highlights the results of mediation analysis. H1 deals with the direct relationship between Human Resource Management practices and Contextual Performance. The HRMP are positively associated with CP ($\beta=0.1649$, $t = 5.4018$, $p<0.001$). The results of the regression analysis show that the Human Resource Management practices was a significant predictor of



perceived organizational support ($\beta=0.1509$, $t = 4.8853$, $p < 0.001$) as highlighted in H2 and supported by the data. The hypotheses H3 and H4 are related to indirect effect of perceived organizational support on Human Resource Management practices and Contextual Performance relationship ($\beta=0.6912$, $t = 12.1073$, $p<0.001$) which are also supported.

A bootstrapping method was performed using SPSS Process Macro, Model 4 to examine if perceived organizational support mediated the relationship between HRMP and contextual performance. The results of the indirect effect based on 5000 bootstrap samples show a significant indirect positive relationship between HRMP and contextual performance mediated by perceived organizational support ($a*b = 0.1043$, Bootstrap CI95 = 0.544 and 0.1576). The mediator, perceived organizational support, accounted for approximately 63% of the total effect on contextual performance [$P_M = (0.1043) / (0.1649)$]. Moreover, since the direct path between HRMP and contextual performance ($\beta=0.1649$, $t = 5.4018$, $p<0.001$) is still significant, POS partially mediates the HRMP–contextual performance relationship, supporting H4.

Table 3
 Mediation Analysis

Variable/Effect	B	SE	t	P	95% Confidence Interval		Decision
H1: HRMP -> CP	0.0606	0.0235	2.5755	0.000	0.0141	0.1071	Supported
H2: HRMP -> POS	0.1509	0.0309	4.8853	0.000	0.0899	0.2120	Supported
H4: HRMP -> POS -> CP	0.6912	0.0571	12.107	0.000	0.5784	0.8040	Supported
Effects							
Direct	0.0606	0.0235	2.5755	< 0.05	0.0141	0.1071	
Indirect	0.1043	0.0263			0.0544	0.1576	
Total	0.1649	0.0305	5.4018	< 0.001	0.1046	0.2252	

Based on 5000 bootstrap samples, HRMP = Human Resource Management Practices, CP = Contextual Performance, POS = Perceived Organizational Support

Table 4
 Hierarchical Regression for Parsimonious Model

	Model 1 (OV=POS)	Model 2 (OV=CP)	Model 3 (OV=CP)
R Square	0.1342	0.1593	0.5706
MSE	11.7456	11.4696	5.8959
F	23.8663	29.1789	101.6753
P	0.0000	0.0000	0.0000

Note: CP = Contextual Performance, POS = Perceived Organizational Support



Models 1, 2, and 3 from Table 4 have been analyzed using Model 4 of SPSS Macro Process Hayes. The independent variable in Model 1 is HRMP, and the dependent variable is POS. Model 2 demonstrates the impact of HRMP on CP. The third model illustrates the effect of POS as a mediating variable on the HRMP-CP relationship. Contextual Performance varies by 16% ($F = 29.1789, p = 0.0000$) owing to human resource management practices. There is a 57% variation ($F = 101.67, p = 0.0000$) when POS is included as a mediating variable. Therefore, model 3 is the most parsimonious model.

Discussion

The current research analyzed the role of perceived organizational support in the relationship between human resource management practices and contextual performance. Understanding the role of mediators in the HRM– CP relationship explains the effects of HRMP (Simarmata, 2023). The research findings reveal that HRMP have both a direct and indirect relationship with contextual performance of the teachers in university of the Punjab.

All the hypotheses of the current research are theoretically and empirically supported. The H1 related to the HRMP-CP relationship tested to be positive and significant and supported by the HRM and CP literature (Ediagbonya, 2023; Hameed et al., 2023; Lu et al., 2023). The H2 which states the HRMP- POS relationship is positive and significant and is also consistent with earlier literature (Duarte et al., 2015; Mayes et al., 2017). The third hypothesis POS-CP relationship is also positive and consistent with earlier studies (Meyers et al., 2020; Rubaca & Majid Khan, 2021). The mediating effect of POS on the HRMP-CP relationship is consistent with the findings of previous research (Desa & Asaari, 2020; Fuller et al., 2003; Hameed et al., 2023).

The main findings of the current study are that there is a statistically significant and positive relationship between HRMP (training, compensation, and performance appraisal) and contextual performance through the mediating effect of perceived organizational support, which was reported by all the University of the Punjab faculty members. The HRMP are one of the several ways through which an organization can support its employees, through effective training, competitive compensation, fair performance appraisal etc. The effective HRMP with perceived organizational support from directors, colleagues and staff can mediate the positive discretionary behaviors resulting in contextual performance.



The current research contributes valuable insights into the interplay between HRM practices, perceived organizational support, and contextual performance. By elucidating the mediating role of perceived organizational support, it provides a nuanced understanding that can inform both theory and practice. Future studies should aim to expand on these findings, addressing the identified limitations and exploring additional contexts to further validate and enrich the insights gained.

Conclusion and Recommendations

This study's main objective was to investigate how HRM practices influence contextual performance in the presence of POS as a mediating variable. To understand the connection, the Blau's (1964) social exchange theory is sourced. As a result of the acceptance of all hypotheses, current study's proposed conceptual framework is supported. The findings highlighted that effective HRMP considerably had a positive impact on contextual performance in the presence of POS. The contextual performance of employees was strongly and favorably correlated with their POS.

Therefore, universities should choose carefully the HRM policies they feel are crucial for employees. They need to determine the type of support that employees want in terms of it. However, it is advised that the amount of support provided should not be greater than what the organization is able to do. A win-win strategy should be used to manage the relationship. The managers may start identifying HRM-related issues that teachers are facing and to take immediate action to resolve them. Future programs will be developed to close any gaps between perceived and expected behavior, if any.

This research concludes by emphasizing the importance of HRM practices in nurturing contextual performance among higher education employees through perceived organizational support. The University of the Punjab functions as a case, providing insights and best practices that can benefit not only its own community but also the higher education sector. This study contributes to the ongoing discussion on HRM in academia and lays the groundwork for future research and exploration of strategies to improve organizational support and employee performance in educational institutions globally.

Additional research can be done by comparing the association between HRMP and POS and CP with additional dimensions of HRM. Moreover, the study's scope can be extended from the



University of the Punjab to other industries and organizations that deal with comparable issues. Even if this study is restricted to the University of Punjab, the inclusion of other factors could produce more data for comparison.

The exploration of mediators in the HRM–contextual performance relationship is crucial for a Comprehensive understanding of how HRMP affects outcomes. By focusing on perceived organizational support, the study aligns with contemporary trends in organizational behaviour research that stress the importance of supportive work environments.

The findings, which indicate both direct and indirect effects of HRMP on contextual performance, are significant. Direct effects suggest that HRMP alone can enhance performance, while indirect effects underscore the importance of perceived organizational support as a critical intervening variable. This dual pathway insight is valuable for HR practitioners aiming to optimize performance through strategic HR practices and fostering supportive organizational culture.

Theoretical Contribution

This study has numerous theoretical ramifications. It adds to the body of knowledge on HRMP-CP relationship via POS. The current study emphasis on use of HRMP (training, compensation, and performance appraisal) can lead to Contextual Performance by managing Perceived Organizational Support. The current study focuses on the HRMP-CP relationship in mediated association in University of the Punjab. The study’s findings are a contribution to the literature of Social Exchange theory from the public sector context of Pakistan. It recommends POS to enhance public sector teacher’s contextual performance and promoting overall university performance. It validates the Social Exchange Theory, which states that long-lasting mutual trust and attractiveness will result from interactions that offer more benefits than costs. These social interactions include both monetary gains and psychological benefits including approval, loyalty, and status (Blau, 1964; Gouldner, 1960; Yukl, 2008).

Perceived organizational support is one of the ways that unspecified obligations for employees evolve in their exchange relationships with the organization. The quality of an employee's exchange experience with their organization—in this case, HRMP like training, performance evaluation, and compensation—may have an impact on how they perceive their exchange relationships with their supervisors. This study tested the hypothesis that perceived organizational support mediates the link between HRMP and contextual performance using the



social exchange theory. Employees that have a positive perception of organizational support will perform more in a situation that benefits the organization.

Practical Contribution

The study's findings support a recommendation that the university's top management and strategy-makers instill sufficient HRMP in their teachers so that they reach a point where their perception of organizational support is also enhanced. As a result, teachers will be more dedicated to and devoted to the university.

Organizations can enhance the contextual performance of their employees by applying Human Resource Management Practices (HRMP) and offering organizational support to its teachers through effective training, competitive compensation, and fair and impartial performance evaluations. When teachers experience satisfaction and an enhanced state of psychological well-being, they will demonstrate increased contextual performance. Considering the significance of contextual performance, the pragmatic ramifications of the study findings are exceedingly useful. The contextual performance plays a crucial role in improving employees' task performance.

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