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HRM Practices in Indonesia: the Contributing Power of Embeddedness and Support

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Abstract

This study aims to test the effect of HRM practices on the employees' task performance and how the correlation is mediated by the variables of job embeddedness and perceived organizational support. The methods of data collection employed observation, questionnaire online and offline, and interview. Sampling uses the survey method, with the number of respondents 480 (response rate 87.27%) academics in Indonesia. The analysis of Structural Equation Modeling (SEM) with Warp PLS program was used to test the hypothesis. The result of this study shows that the supported HRM practices affect employee performance. Job embeddedness and perceived organizational support. Employee performance is also directly affected by job embeddedness and perceived organizational support. Based on the result, there is an effect of HRM practices on the task performance, the better HRM practices are, the more employees' task performance will improve. Job embeddedness and perceived organizational support are also affected by HRM practices. In addition, this study also proves that job embeddedness and perceived organizational support can also improve employees' task performance. Besides affecting directly, job embeddedness and perceived organizational support have a role as mediating variables in the HRM practices on performance. The result of this study provides an understanding that HRM practices are crucial to be applied not only in the profitable organization but also in the universities. This study provides a description of the importance of good HRM practices to be implemented in the universities. Furthermore, it is necessary to continue studying the roles of human resources practices with the larger sample.

Praktek SDM di Indonesia: Kontribusi Kekuatan dari Kelekatan dan Dukungan

Abstrak

Penelitian ini bertujuan untuk menguji pengaruh praktik HRM pada kinerja tugas karyawan dan bagaimana korelasi dimediasi oleh variabel-variabel dari kelekatan pekerjaan dan dukungan organisasi yang dirasakan. Metode pengumpulan data menggunakan observasi, kuesioner online dan offline, dan wawancara. Pengambilan sampel menggunakan metode survey, dengan jumlah responden sebesar 480 (respon rate 87,27%) akademisi di Indonesia. Analisis pemodelan persamaan struktural (SEM) dengan program Warp PLS digunakan untuk menguji hipotesis. Hasil dari penelitian ini, menunjukkan bahwa praktek HRM yang didukung mempengaruhi kinerja karyawan, kedekatan pekerjaan dan dukungan organisasi yang dirasakan. Kinerja karyawan juga dipengaruhi langsung oleh pekerjaan yang melekat dan dukungan organisasi yang dirasakan. Berdasarkan hasil penelitian, ada pengaruh praktik HRM pada kinerja tugas, semakin baik praktik SDM, semakin baik pula performa kerja dari karyawan. Ketertutupan pekerjaan dan dukungan organisasi yang dirasakan juga dipengaruhi oleh praktik HRM. Selain itu, penelitian ini juga membuktikan bahwa kelekatan pekerjaan dan dukungan organisasi yang dirasakan juga dapat meningkatkan kinerja tugas karyawan. Selain mempengaruhi secara langsung, kedekatan pekerjaan dan dukungan organisasi yang dirasakan memiliki peran sebagai variabel mediasi dalam praktik HRM pada kinerja. Hasil penelitian ini memberikan pemahaman bahwa praktik HRM yang baik sangat penting untuk diterapkan tidak hanya di organisasi yang menguntungkan tetapi juga di universitas. Studi ini memberikan gambaran tentang pentingnya praktik HRM yang baik untuk diterapkan di universitas. Selanjutnya, perlu untuk terus mempelajari peran praktik sumber daya manusia dengan sampel yang lebih besar.

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INTRODUCTION

Human Resource Management has evolved to specialize in the Human Resource Management in universities. One of the challenges for the leaders of universities is to provide professional employees who are able to produce competent graduates in their fields and able to improve organization performance (Xing, 2009). Human Resource Management of a university, both at the top level leadership and staff of employment as academic support must be able to provide comprehensive services, take the inventory of employee needs, and make innovation in solving problems (Büschgens ⁶¹ et al., 2013). The functions of Human Resource Management in university include planning, recruitment, selection, induction, appraisal, compensation, continuity, security, bargaining, and information (Casterter, 1982). Human Resource Management in a university becomes both a challenge and the needs of the university and its stakeholders (Xing, 2009).

The development of higher education human resources seems to be a real need for efforts to improve the quality of human resources in higher education through processes that are systematic, coherent, measurable and organized. The climate of competition is getting warmer in the era of globalization. This challenge presents the needs of universities that must focus their organizational managerial on customer satisfaction, which consists of the user community, intellectual community, and community of higher education enthusiasts, therefore the flexibility and flexibility of the work system, work culture and organizational structure of higher education institutions need to be evaluated continuously, and massively. ⁴²

Even though such research on the importance of Human Resource Management practices in university becomes a necessity, the literature on Human Resource Management practice in university is scarce to be found. Research on Human Resource Management practices focuses a lot on the manufacture, banking, telecommunication, and construction sectors.

As research conducted by Kehoe and Wright (2013) showed that Human Resource practice is positively related to employees' job performance. Hassan (2016) also showed that Human Resource practices such as compensation, career planning, performance appraisal, training and employee involvement have an important role in developing employees' job performance.

The job performance of employees in an organization can be optimal by paying attention and improving human resources practices regularly (Munjuri, 2011; Mahadevan & Mohamed, 2014; Al_Qudah ⁶⁰ et al., 2014; Sattar et al., 2015). The importance of Human Resource practice not only contributes to positive outcomes such as performance but also plays a significant role in affecting the positive psychology of employees. Good Human Resource practice could create employees' work relationship (Bambacas & Kulik, 2013; Ghosh & Gurunathan, 2015). The better the Human Resource practice applied by an organization is, the better job embeddedness of employee will increase. Another positive psychology that can be created from good Human Resource practice is an increase in the employee's perceived organizational support.

Glarino (2013) in his research showed that Human Resource practice is able to influence the perceived organizational support, commitment, and work involvement. The better the Human Resource practices in an organization, the better the employees will perceive organization support. It is essential for an organization to keep developing the perceived organization support by improving their Human Resource Management practice (Fatima et al., 2015). Several explanations above reveal that the positive psychology of employees is strongly affected by good Human Resource practice. On the other hand, positive psychology can also affect job performance directly. Job embeddedness of employees would be able to encourage their task performance (I ¹¹ et al., 2004; Ozcelik & Genkci, 2014). The higher the job embeddedness of employees, the better the performance of their job.

Employees' job performance is affected how they perceive their organization (Afzali et al., 2014; Moghli, 2015; Joorsara et al., 2015). The higher they perceive their organization support, the higher the job performance will be. Based on the explanation above, it can be assumed that employees' job performance can be influenced by Human Resource Management practice and also employees' perception or positive psychology.

This research is important for several reasons. First, even though the description above shows many studies that examine the effect of Human Resource practice on work outcomes and positive psychology, but these studies are carried out separately. Thus, it is necessary to conduct the research that builds a comprehensive model and aims to obtain a more psychological mechanism explanation. Second, it requires the explanation of mediator variable in examining the effect of Human Resource practice toward employees' job performance (Sattar, 2015; Yongxi et al., 2017). Third, research that analyses Human Resource practice and its effect on the work outcomes in the of college is rarely studied. Even though several studies such as Nadarajah et al. (2012) and Jouda et al. (2016) that examined Human Resource practice in the college, their researches have not considered the possibility of mediator variable. Our research referring to a study conducted by Fatima et al. (2015) suggested that the influence of Human Resource practice towards employees' task performance in university through mediator variables such as job embeddedness and POS, needs to be conducted in different country and university to produce generalization.

Hypothesis Development

Relationship between HRM Practices, Job embeddedness, Perceived Organizational Support and Task Performance

Schneider and Bowen (1985) claimed that employees' perception of Human Resource Management practice is significantly related to employees' perception of organization service. When employees feel that they are treated well with exist-

ing Human Resource Management practice, they might be able to devote their energy and resource to working effectively. Proper Human Resource Management practices can create employees who have value in an organization. For example, the practice of selection plays a vital role in obtaining a qualified workforce and achieving company qualification. Thus, a company needs to find and attract competent candidates who have attitude and behaviour, so that they can support the value and goal of the organization.

Another example is training and development, which are essential for the achievement of organization performance and the advantages of company competitive (Saa-perez & Garcia-Falcon, 2002). In gaining the effectiveness of training, the training program must be in accordance with the work demand and strategy of the company. Good training must be evaluated regularly, so that post-training must be ensured that there will be learning and transfer skill for employees. Furthermore, the company also needs to pay attention to the reward in supporting the improvement of employees' job performance (Goleman-Williams, 2011).

Some studies stated that Human Resource system which supports work activities is a significant practice for the sake of innovation and organizational competitiveness (Lau & Ngo, 2004; Büschgens et al., 2013). Sharing information about individual employee's work process in Human Resource Management practice is a means of improving communication between the two parties, leading to openness in organizational communication. All of Human Resource Management practice described has increased employees' positive perception towards their company. Those practices become complementary support and strengthen the achievement of organizational job performance (Popescu & Băltărețu, 2012; Kooij et al., 2013; Teir & Zhang, 2016.).

The concept of job embeddedness that is often applied by some researchers is the theory of Mitchel. Job embeddedness in an organization can be observed from different perspectives by one organization to another (Takawira et al., 2014). Similarly, the meaning of job embeddedness is also defined differently by one organization

to another. Job embeddedness is defined as one of the network that encourages individual to survive in the organization, in which the network is divided into the organization itself and the community with it (Kiazad et al., 2015).

Mitchell et al. (2001) describes the concept of job embeddedness as how an employee is tied to the job and organization in which he works because of the influence of aspects that comes on the job and off the job. Also, job embeddedness is often referred to factors that influence a person's decision to survive or leave his job and organization (Bergiel et al., 2009).

Felps et al. (2009) construed job embeddedness related to how well people feel suitable with his job and organization, such as the correlation of employees on the job and off the job and what they will sacrifice when they resign their position or organization. Karatepe (2013) argued that employees who have job embeddedness in their job could feel more tied to co-workers, job and organization and also can express their attachment by maintaining the commitment of organization in their workplace. The theory of job embeddedness focuses on preserving employees in the organization (Mitchell et al., 2001).

Perception can merely be defined as a point of view because perception contains subjective values. Due to the reason, everyone may have the different perception (point of view) towards objects that are seen, heard, and felt. When someone sees, hears, or feels an object, then the interpretations about value come up; good and bad, happy and unhappy, beautiful and bad, and so on. In the context of an organization, perceived organizational support is related to employees' global belief in to what extent the organization cares about their welfare and appreciate their contribution. The belief means that there is a consistency of employees regarding a various assessment of the organization that might be given to them and various action done by organization both beneficial and detrimental to them (Eisenberger et al., 1990; Eisenberger et al., 1999).

Kambu (2012) and Haryokusumo (2015) described the perceived organizational support as a belief developed by employees about to what extent commitment of the organization to them (em-

ployees) observed from the organization appreciation towards their contribution and organization interest to their lives. Shannock and Rhoades (2006) claimed that the perceived organizational support would increase when the organization implements: a) good reward; b) opportunity for career improvement; c) positive policies at the workplace.

Based on the explanation, the hypothesis are arranged as follows:

- H1: Human Resource practice has positive effects on employees' task performance.
- H2: Human Resource practice has positive effects on employees' job embeddedness.
- H3: Human Resource practice has positive effects on the employees' perceived organizational support.
- H4: Job embeddedness has positive effects on employees' task performance.
- H5: POS has positive effects on employees' task performance.

Role of Job Embeddedness and Perceive Organizational Support as Mediating Variables

Based on previous research (Ozcelik & Cenkci, 2014; Fatima et al., 2015; Sattar, 2015), job embeddedness and perceived organizational support proved to have a mediating role in the relationship of HRM practices and task performance. When an employee has felt emotional attachment to the organization, which is indicated by the high sense of belonging to the organization, loyalty and commitment, it will influence employees in perceiving the implementation of HRM practices that the organization has implemented. Therefore, it will improve its task performance.

Another psychological dimension that plays a role is perceived organizational support (Eisenberger et al., 1990; Shannock & Rhoades, 2006; Afzali et al., 2014). Organizations that implement HRM practices through good HR management from recruitment to retirement preparation will make employees perceive that the organization has provided support to employees. Support, both in technical and emotional forms provided by the organization will influence employees to improve their per-

formance. Based on the explanation, the hypothesis is arranged as follows:

- H6: Job embeddedness mediates the correlation of Human Resource practice and task performance.
- H7: Perceived organizational support mediates the correlation of Human Resource practice and task performance.

Based on the hypothesis development, the research model is showed in Figure 1.

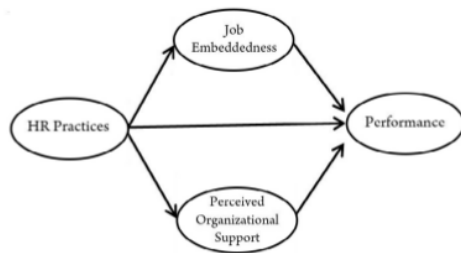


Figure 1. Research Model

METHOD

Research Design and Sample

This study was a causal study as it identified the cause-effect relationship of different variables. In this study, a cross-sectional survey based on the primary data was collected through questionnaire distribution to the respondents around public higher education in Central Java. For this purpose, a multi-stage sampling technique was applied. In the first stage, five public higher education in Central Java were selected. In the second stage, the employees of public higher education were selected and the final stage, a questionnaire-based survey was used to conduct the responses.

The sample of the study is 480 respondent. After first obtaining permission from supervisors, a total of 550 questionnaires were distributed among employees, resulting in 480 responses (response rate = 87.27%). All items were measured on Likert-type scales from 1 (strongly disagree) to 5 (strongly agree). Because all the scales were originally developed in English and intended for use in Bahasa, we did the translation and back-translation method.

For individual characteristics, questions regarding age, gender, and marital status, ways of working, position, and the current service time of organization, time in office since the first job, and the living city. Ways of working are measured by taking two options of responses; Contract (1) and Permanent (2). The position is measured by five options of responses; Professor (1), Professor Assistant (2), (3), Lecturer (4) and Others (5).

The variables of this study were: the practice of human resources management, POS, Job Embeddedness and Performance. The practice of human resources management variable is measured by using questionnaire adopted from Iqbal et al. (2011) including training, teamwork, performance appraisal, job definition, compensation and employee participation. A sample item is "Our university conducts extensive training programs for all employees".

Perceived organizational support is adopted from the measurement of survey of perceived organizational support Eisenberger et al. (1986) including evaluative assessment related to organization, the satisfaction of employees as the organization members and employee performance, anticipation of future employees' grade, rewards for employees' extra efforts, consideration of goals and employees' opinion, organizational worry about payment, job enrichment, the full use of employees' talent, employees' satisfaction of work and employees' welfare. A sample item is "Our university wants to help me when I need special help at work".

Job embeddedness variable in this study adopted the measurement by Crossley et al. (2007) which includes organizational attachment and the reluctance to leave the organization. A sample item is "I feel very comfortable at the university where I work, so I do not think about working elsewhere".

Meanwhile, task performance variable adopted the measurement by Salanova et al. (2005) related to excellent performance measurement. A sample item is "I am able to optimize working hours effectively".

This study employed structural equation modeling (SEM) analysis by using warp PLS program to test the hypothesis. This statistics analysis

tool was selected as it has some advantages. Firstly, ¹⁰SEM-PLS is suitable with the research model with variables that cannot be measured directly (latent variables) and considers measurement error. Secondly, the SEM analysis can simultaneously test multiple dependence such as in this research model. Thirdly, component-based SEM (PLS) can estimate a quite complex model.

⁵³**RESULT AND DISCUSSION**

Result

The Result of the Validity Test

This research employed convergent validity and discriminant validity. Below is the explanation of convergent validity and discriminant validity calculation by using WarpPLS 6.0.

Based on the calculation by using WarpPLS 6.0, all statements meet convergent validity as the load factor ≥ 0.30 so that the statement item is used in this study. ¹Discriminant validity of the questionnaire can be seen from the comparison of AVE (Average Variance Extracted) square root value and correlation coefficient, if AVE square root is greater than correlation coefficient with other variables, this questionnaire is said discriminant valid.

Based on the ¹Table 1 of the test result of AVE square root and coefficient correlation, all

statements of HRM practices, job embeddedness, ⁵²perceived organizational support, and performance are greater than the correlation of related variables so that discriminant validity is met. It means that all instrument statements can represent problems in this study and correspond to the real condition of the research object.

The Result of the Reliability Test

³³Based on the Table 2 of the reliability test result of the research variables, all variables meet composite reliability as composite reliability coefficients > 0.70 and all variables also meet consistency internal reliability as cronbach's alpha coefficients > 0.60 so that all variables meet composite reliability and consistency internal. It means that all statements of HRM practices, job embeddedness, perceived organizational support, and performance are able to measure a construct constantly or in other words, the measurement tool used is reliable.

Model Fit dan Quality Indices

Criteria included in the goodness of fit model Table 3 is as the rule of thumb so that the result of the feasibility test is not rigidly and absolutely applied. If, there are one or two indicators of model fit and quality indices, the mo-

Table 1. AVE Square Root and Correlation Coefficient

	HRMP	JE	POS	EP
HRMP	.669	.324	.651	.338
JE	.324	.814	.328	.446
POS	.651	.328	.814	.375
EP	.338	.446	.375	.669

¹**Table 2.** Composite Reliability dan Cronbach's Alpha

No.	Variable	Composite Reliability Coefficient	Cronbach's Alpha Coefficient
¹ 1	HRMP	.889	.860
2	JE	.887	.830
3	POS	.946	.936
5	EP	.913	.896

Table 3. Model Fit dan Quality Indices

Model Fit and Quality Indices	Fit Criteria	Analysis Result	Desc.
Average path coefficient (APC)	p < 0.05	0.430 (P<0.001)	Good
Average R-squared (ARS)	p < 0.05	0.298 (P<0.001)	Good
Average adjusted R-squared (AARS)	p < 0.05	0.296 (P<0.001)	Good
Average block VIF (AVIF)	Accepted if < = 5, Ideally < = 3.2	1.134	Ideal
Average full collinearity VIF (AFVIF)	Accepted if < = 5, Ideally < = 3.2	1.574	Ideal
Tenenhaus GoF (GoF)	Small > = .1, medium > = .25, large > = .36	.407	Ideal
Sympson's paradox ratio (SPR)	Accepted if > = .7, Ideally 1	1.000	Ideal
R-squared contribution ratio (RSCR)	Accepted if > = .9, Ideally 1	1.000	Ideal
Statistical suppression ratio (SSR)	Accepted if > = .7	1.000	Ideal
Nonlinear bivariate causality direction ratio (NLBCDR)	Accepted if > = .7	1.000	Ideal

del definitely can still be used. The test result in Table 3.

It can be seen from the above table that the goodness of fit model has a good result to explain the correlation among latent variables and the assumptions.

The mean of respondents' answers is in the different categories. If it is viewed from the greatest mean order which perceived by the respondents, we can see that the first one is human resource management practice variable (81.49), employee performance (56.59), perceived organizational support (33.43), and job embeddedness (15.68). Therefore, the best variable perceived by the respondents is HRM practice, while the worst variable perceived by the respondents is job embeddedness.

The Result of Direct Hypothesis Testing

The hypothesis testing used resampling method and conducted through a t-test. The decision rules of hypothesis testing are as follows, if p-value ≤ 0.10 (alpha 10%) it is low significant, if p-value ≤ 0.05 (alpha 5%) it is significant and if p-value ≤ 0.01 (alpha 1%) it is highly significant (Table 4).

Table 4. Hypothesis Testing Result of Direct Effect

Correlation among Variables	Path Coef.	P-Value	Desc.
HRMP JE	0.371***	<0.001	Significant
HRMP POS	0.662***	<0.001	Significant
HRMP EP	0.389**	<0.001	Significant
JE EP	0.378***	<0.001	Significant
POS EP	0.310***	<0.001	Significant

The Result of Mediation Hypothesis Testing

Table 5. Result of Mediation Hypothesis Testing

Correlation among Variables	Path Coef.	P-Value	Desc.	
X M Y	Path Coef.	P-Value	Desc.	
HRMP POS	JE EP	0.45***	< 0.001	Mediation

Discussion

The Effect of HRM Practices on Performance

Based on Table 5 of hypothesis testing result of the direct effect, there is an effect of HRM practices on the task performance with path coefficient 0.389 and $p < 0.001$. Considering $p < 0.01$ the significant is high, so H1 is supported. The positive path coefficient indicates that the better HRM practices are, the higher task performance of higher education employees will be. Thus, based on the results of these studies it can be interpreted that when employees feel treated well through existing HRM practices, they will be able to devote their energy and resources to effectively serving customers or improving their work performance.

The result of this research is in line with the research by Kehoe and Wright (2013) showing that HRM practices provide a positive contribution to employee performance. This research also supports Hassan (2016) showing that HRM practices such as compensation, career planning, performance appraisal, training, and employee involvement have important roles in improving employees' task performance. These findings are in alignment with previous studies (Munjuri, 2011; Mahadevan & Mohamed, 2014; Al-Qudah et al., 2014; Sattar et al., 2015). Showing that it is important to keep improving HRM practices to increase employee performance of an organization. Based on the descriptive analysis result, human resource management practice (81.49) and employee performance (56.59). The high HRM practices perceived by the respondents are proved to improve their performance.

Based on the results of this study to improve the work performance of employees in the higher education environment, especially in public universities can be done through the application of good HRD management practices. For example through: 1) an extensive training program for all employees; 2) the need for training is clearly identified according to the use and purpose of the organization; 3) performance appraisal systems oriented to organizational development, and employees are given feedback on the results of their performance; 4) colleges try to hear all the opinions and ide-

as of their employees before making a decision; 5) forming teams to solve various problems faced; 6) each employee has clarity about their respective duties and responsibilities; 7) every job in the Higher Education has an up to date job description in accordance with the times; 8) placing work performance as an important factor in determining employee incentive compensation; 9) aligning the number of salaries and employee benefits at the universities concerned with elsewhere.

The Effect of HRM Practices on Job embeddedness

Based on the table of hypothesis testing result of the direct effect, there is an effect of HRM practices on job embeddedness with path coefficient 0.371 and $p < 0.001$. Considering $p < 0.001$ the effect is significant, so H2 is accepted. The path coefficient is positive, indicating that the better HRM practices are, the higher the employees' job embeddedness will be. Thus, based on the results of these studies, it can be interpreted that when employees feel treated well through existing HRM practices, they will not only improve their work performance but can also increase their sense of belonging to their job embeddedness.

The result of this research is in line with previous studies (Bambacas & Kulik, 2013; Ghosh & Gurunathan, 2015) showing that good HRM practices can create employee working attachment. The better HRM practices implemented by an organization, the more employees' job embeddedness will be. Therefore, it is important for universities to keep improving HRM practices to increase employees' job embeddedness. The descriptive analysis result shows that human resource management practice (81.49), and job embeddedness (15.68). By considering the mean of respondents' answers related to job embeddedness, it is deficient compared to other variables. However, employees' job embeddedness is proved affected by HRM practices. In other words, the emotional attachment between employees and their place of work and the feeling of comfortable employees when they work in higher education can also be built by implementing professional HR management practices.

The Effect of HRM Practices on POS

Based on the table of hypothesis testing result of the direct effect, there is an effect of HRM practices on POS with path coefficient 0.662 and < 0.001 , so H3 is supported. The path coefficient is positive, indicating that the better HRM practices are, the higher employees' perceived organizational support will be. So, based on the results of these studies, it can be interpreted that when employees feel treated well through existing HRM practices, they will feel cared for by the organization where they work.

The result of this research is in line with the previous research (Glarino, 2013; Fatima et al., 2015) showing that HRM practices are able to affect perceived organizational support, commitment and work involvement. The better HRM practices in an organization, the better perceived organizational support of employees will be. Therefore, it is important for an organization to keep increasing perceived organizational support by keeping improving the HRM practices. The descriptive analysis result shows that human resource management practice (81.49) and perceived organizational support (33.42). The mean of POS is the second lowest above job embeddedness, which means that the employees or respondents realize that the organizational support is not high. Moreover, it is proved that perceived organizational support is affected by HRM practices.

The Effect of Job Embeddedness on Performance

There is an effect of job embeddedness on task performance with path coefficient 0.378 and $p < 0.001$. Considering $p < 0.01$ the significant is high, H4 is supported. The path coefficient is positive (0.410), indicating that the higher job embeddedness of employees is, the better their task performance will be.

The result of this study is in line with the previous studies (Lee et al., 2004; Ozcelik & Genkci, 2014) showing that job embeddedness of employees is able to support their performance. Therefore, it is important for universities to keep taking into account job embeddedness of

the employees to achieve good task performance.

The Effect of POS on Performance

There is an effect of POS on the task performance with path coefficient 0.310 and $p < 0.001$ so that H5 is supported. The path coefficient is positive, indicating that the higher POS of employees is, the more their task performance will improve.

This study result is in line with the previous studies (Afzali et al., 2014; Moghli, 2015; Joorsara et al., 2015; Aktar & Pangil, 2017) which show that employee performance is affected by their perception towards their organization. The higher perceived organizational support of the employees is, the higher their performance will be. Thus, it is important for universities to keep concerning their employees' POS to achieve good task performance.

In this study, it is known that organizational support perceived by the respondents is 33.42. It is not a high value compared to the other variables. However, perceived organizational support which is not very high is still able to improve employees' task performance. This is definitely can be an important concern for an organization in an attempt to keep improving employee performance.

The Effect of HRM Practices on Performance through job embeddedness and POS

It is known that the path coefficient value of HRM practice is indirectly affecting employee performance through job embeddedness, and POS is 0.345 with $p \text{ value} = < 0.001$. Considering $p \leq 0.05$ it can be said significant, so job embeddedness and POS are mediating variables. The mediating analysis result states that there is an effect of HRM practices on job embeddedness (p2) and the effect of job embeddedness on employee performance (p4) is significant with $p \text{ value} < 0.01$ and the value of path analysis p2 (the effect of HRM practices on employee performance after being mediated) is $0.146 < 0.405$, hence, job embeddedness can be

said as partial mediating variable (partial mediation) so that H6 is supported.

The result of mediating analysis shows that the effect of HRM practices in POP (p2) and the effect of POP on the employee performance (p4) are said significant with the p-value <0.01 and path analysis value p2 (the effect of HRM practices on the employee performance after being mediated) is 0.214 < 0.405, hence, POS can be said as a partial mediating variable so that H7 is supported.

The results of this study enrich the previous study which is Fatima et al. (2015) suggesting that the effect of HRM practices on the employee performance in a university through mediating variables such as job embeddedness and POS needs to be conducted in different countries and universities to provide result generalization. This study shows that the role of HRM practices in improving a performance can be through mediating variables such as job embeddedness and perceived organizational support. It means that the better HRM practices in the universities are, the more job embeddedness and perceived organizational support will improve.

Moreover, job embeddedness and perceived organizational support will encourage excellent task performance. This study provides additional literature in the scope of HRM practices, particularly in universities by offering mediating variables such as job embeddedness and perceived organizational support in the correlation mechanism of HRM practices on employee performance.

CONCLUSION AND RECOMMENDATION

Based on the results, there is an effect of HRM practices on the task performance, the better HRM practices are, the more employees' task performance will improve. Job embeddedness and perceived organizational support are also affected by HRM practices. In addition, this study also proves that job embeddedness and perceived organizational support can also improve employees' task performance. Besi-

des affecting directly, job embeddedness and perceived organizational support have a role as mediating variables in the HRM practices on performance.

The result of this study provides an understanding that HRM practices are crucial to being applied not only in the profitable organization but also in the higher education sector. Company in general and universities in specific should keep paying attention and improving the HRM practices to achieve optimal performance. The study result provides an additional contribution to the limited literature on the importance of HRM practices in the of universities.

This study still has a limitation, such as the present study was conducted at a single point of time (cross-sectional model). Second, the respondents in the present study were only employees in the public university which might create bias in the result. Therefore, future research should conduct the analysis by taking a proportional number of public and private university employees. Third, one factor (HRM Practices) is not enough to develop an employee's level of performance. Other variables like organizational commitment, organizational climate are also required to achieve employee job performance.

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