



# Issues in Managing Employee Behaviours in Bahrain

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**Abstract:** This research is focused on studying the employees' behaviour in the Kingdom of Bahrain and the causes of this behaviour at the workplace. The survey questionnaire has conducted to collect information on the use of management tools and their impact on the employee behaviours. The results of the study show that a number of significant relationships are supported by statistical analysis such as the relationship between environmental factors; public insight; encouragement opportunity; organization rule and strategy from side and human resource management (HRM) from another side. The study contributes further knowledge concerning the associations between different aspects of organization behaviour; environment factors of employees and HRM.

**Keywords:** employee behaviours; human resource management; organization behaviour; environment work.

## Introduction

In any organization, there is a chance that the employees will be drawn from different backgrounds irrespective of their culture, religion, and their economic and social affiliation. This diversity comes with both negative and positive gains to both the organization and the employee. Employee behaviour refers to the actions and mannerisms of the employee while at the work place. It is true that there are both positive and negative behaviours arising due to interactions at the work place at all levels, and if not known and addressed can cause the downfall of the organizations. The human nature is shaped by different external factors that influence our day to day activities and response to others in any circles. At the work place, both the employee and the manager are shaped by their behaviours and the culture of the organization (Hui, et al., 2004). Therefore, addressing the causes of the various employee behaviours at the workplace in the Kingdom of Bahrain will contribute to adjust the working environment and will increase the outputs.

There are various aspects of human nature that shapes human beings and tend to be applied at all levels of interactions. Beliefs among the employees affect their

way of behaving while in the work place and thus their ethical responsibility (Aspinwall and Taylor, 1997). The diversity of the cultures accepted in most organizations affect the way employees interact with each other and the management. An employee may decide to impose his cultural belief on another employee thus causing conflict. Consider an employer who feels that he does not like orders from a female managerial staff. This means that there are certain duties that will not be performed given that the orders were from a female.

Such behaviours need to be addressed to improve the output of the organization (Armenakis and Harris, 2009). This can be dealt with through the mutual agreements and reservations to our personal cultures and the embracement of the spirit of oneness to achieve the goals of the organization.

Communication plays a significant role in passing of information in the entire hierarchy of the organization. Proper communication is the tool through which the organizations vision is passed to the employees. The employer in the quest to meet his organizational goals must have a proper and a clear way of communicating the direction of the company. It is by so doing that the employees realizes what their roles are in achieving the



organizations objectives (Tzafrir and More, 2006). Communication in an organization can be through various ways including body language, facial expressions and tone of voice among others. In an organization however, employees tend to observe and copy the way the management communicates, and for this reason they are always ready to criticize any shortcoming due to the communication breakdown from the management. Similarly for an effective communication system, the communicating parties should listen to each other, ask questions, and give comments to determine the level of understanding.

Organizational culture embraces the accepted norms and values that direct the operations of the company. The norms are seen as the guiding principle of the organization in the achievement of its goals. Understanding the norms and the strategy of the organization helps immensely in the giving of the organization a new face. The organizations culture addresses behaviour, values, beliefs and assumptions within the organization. Employees in an organization always take for granted the loopholes in the management's failure to address issues in the organization. According to Bolino and Turnley (2005), by failing to uphold its values and assume them, the organization can cause a change in employee behaviour. This can be shown by the change in dress code, lateness at work, improper use of technology while at work and customer complains. There has been a remarkable observation in relation to the level of excitement brought about by the little gifts and appraisals given to the employees. Though the level differs with the position held in the organization, this changes the way the employees look at their organization. These inducements come as a result of the various contributions they make to the organization. These inducements could come as the additional knowledge to the employer through training and encouragements in organizing and participating in the organizations processes (Colquitt et al., 2009). Medical benefits covered in the remuneration given to the employees gives them confidence as they face the future of the organizational changes and restructuring. Inducements in the context of performance give the employee clear view of the organizations' future direction and the plans it has including long term strategies, and these makes the employees work hard to see to it that organization achieves its goal. In nature, human beings have shown different mental steadiness in feeling and behaviour in relation to the environment. This is called attitude, and it determines how individuals behave and interact with each other while they are at the work place (Wang, 2009). It can be observed that certain

individuals are affected throughout the day in cases where a negative activity happens to them, and thus affected their general performance and productivity. In this context, the company needs to know their employees deeper to be able to help them overcome their sorrows and agony in order to inspire them to embark on their work to achieve the goals of the organization. According to within any working environment, there is a high chance that individuals will look at the same situation and differ in their opinion. This is vital especially in the changes that the organization introduces. These changes determine to a large extent the expression of the employees attitude and this may either look at the change as positive or negative. Consider a situation where the organization suggests an introduction of a contribution by all staff members towards in case of funerals, medical bills and other expenses incurred by any staff member (Husin, 2012). Though the scheme is beneficial to the whole organization and is seen as a helping hand in case of a calamity, there are those who will feel that someone in the management is corrupt and only wants a way of getting more money. This becomes a problem especially if the pay is low. Introducing such schemes in the organization where the employees are paid well will help them welcome the idea and make sure it is a success. The organization should therefore encourage an environment where the employees are open minded and this will help in understanding each other. With the increasing population, urbanization and workforce, organizations are encouraged to absorb more people. These people are of diverse backgrounds, and working with such a group is difficult, especially with the attitudes and perceptions of human nature. Some individuals do not come to work on Saturdays since they are in church yet the company requires some work done in the day (Moreland, 2001). This becomes a problem especially when the management has not learnt a cover up strategy where in the absence of one employee, another can step in. It is important for the company to offer diversity training to its employees to help them understand each other's differences and the effective way to communicate the diversity thus easing fear and tensions. Employee behaviour can both be positive and negative and can affect the organization toward achieving set goals, or set its downfall. Whatever the case, it is the responsibility of the management to see and realize the bad behaviours among the employees that can affect the company (Johnson, 2012). In dealing with these cases, the management needs to fully understand the cause of the employee behaviour and formulate a way of dealing with them. Among the several causes of unfavourable employee behaviours are poor pay and working conditions, poor communication among employees and



along the management hierarchy (Fisher, 2000). With this knowledge, the management can decide the various ways of dealing with such behaviours. The management needs to evaluate the situation, the behaviour, and its cause, to take action. Evaluation of the behaviour will determine the type of behaviour and its general causes and effects. Action may follow after ascertaining the implication, though it must happen very fast (Yoon, 2001). Great care should be taken before a decision is reached since the issues raised could be genuine and if addressed, could resolve the situation. Sometimes the solution could lie with the change of departments in cases where two individuals in the same department do not get along. The management should thereafter find facts on the ground and not base the employees' action to gossips and rumours. The facts may help in devising a plan on how to go about the issue. This includes when the confrontation will occur and who are involved in the whole issue. With all requirements at hand, confrontation should take place (Fisher, 2000). It is significant to consider that the process of dealing with this behaviour is to promote the good working spirit among the employees and not dealing with the individuals, thus the manager must be the source of the solution and not part of the problem. Though termination of the employee services may offer a solution, it is still possible that a similar behaviour will arise within the organization. Drawing reasons and conclusions from the interventions dealing with employee behaviour is important to the manager as it widens the scope of understanding the employees and their problems. Formulation of strategies to deal with these behaviours may involve offering communication platforms for all, especially to individuals who want to raise concerns within their working environment (Brief, 2002). In an organization there should be free communication along the hierarchy of management and among each other in case of a disagreement. An effective way of dealing with the issue should be found. This can be done through the introduction of a suggestion box or/and having monthly forums to deliberate on the issues arising. Related to this, is the fact that the management should be able to deal with the issues arising without victimization. Providing training sessions to the employees can high enhance their ability to work effectively among each others. In the quest for a solution to the problems affecting the employees, and subsequently the performance of the company, it is possible for the management to cause other more problems within the employee fraternity. Several conflicts within the organization and how they are dealt with have been the cause of other misunderstandings. The resolution given can be seen as to favour other employees against the other (Browning, 2009). This in

essence has promoted hatred within the organization and negativity. It is therefore important for the management to offer equal opportunities to the deserving people irrespective of their ethnic, age, religious and social affiliations among others.

This research is focused on the Employees' Behaviour the Kingdom of Bahrain.

Specifically, it seeks to answer the following questions.

1. How to identify the factors influencing the employees' Behavior?
2. How to process and deal with the employees' behavior?
3. How to identify the issues arising when dealing with the employees' behavior?

The objectives for this research paper are to seek to address the followings:

1. The causes of the various employees' behaviour at the work place in the Kingdom of Bahrain
2. How dealing with these issues can affect the people involved.
3. Address the methodology that managers in Bahrain should use in dealing with the behaviours so that the solution reached may be of benefit to the organization and the individual.

This study has six Hypotheses as follows:

- 1: There is a significant relationship between organization behaviour factors and HRM
- 2: There is a significant relationship between management support and HRM
- 3: There is a significant relationship between job challenges and HRM
- 4: There is a significant relationship between loyalty and HRM
- 5: There is a significant relationship between social cohesion and HRM
- 6: There is a significant relationship between citizen cooperation and HRM

### 3. Methodology

#### 3.1. Research Design

This study used a survey questionnaire to investigate the amount of use of the tools in existing performance management practices of the selected multinational banks.



### 3.2. Research Instrument

The survey questionnaire will gather information on the degree of use of management tools. This is a Likert-type questionnaire with five choices for the respondents to select from. The options and their corresponding numerical equivalents are as follows:

Very great extent = 4.01 – 5.00

Great extent = 3.01 – 4.00

Moderate extent = 2.01 – 3.00

Negligible extent = 1.01 – 2.00

Very Negligible extent = 0.00 - 1.00

Excellent = 4.21 – 5.00

### 3.3. Validity of the Instrument

The survey questionnaire has conducted by group of experts for their comments. Each member has been asked to identify whether the substances contained in the questionnaire are appropriate or not in collecting the data for the study.

A five-point scale on the criteria set forth by Carter V. Good and Douglas is set up to rate each item as to its validity. Following is the table of interpretation used:

Very Good = 3.41 – 4.20

Good = 2.61 – 3.40

Fair = 1.80 – 2.60

Poor = 1.00 – 1.80

Moderate extent = 2.01 – 3.00

Negligible extent = 1.01 – 2.00

Very Negligible extent = 0.00 - 1.00

Very great extent = 4.01 – 5.00

Great extent = 3.01 – 4.00

### 3.4 Subjects and Respondents of the Study

The subjects of the study will be established by using a purposive diverse method. By this method, the selected companies will be picked out from the list of multinational companies. The respondents of the study are the Human Resource officers of the appointed multinational organization.

### 3.5. Data Gathering Procedure

After validity process of the tool will be established, copies will be represented to the respondents. Purposes of the study will be laid down. The respondents will be

granted that the inquiry is only for the aim, and making sure confidentiality of the information obtained.

### 3.6. Data Processing and Statistical Treatment

In the analysis of data, the following statistical tools will be used.

For objective 1, which determines the extent of use of performance management tools, the mean will be utilized. Scale of the mean and corresponding description are as follows:

For objective 2, which compare the extent of use of performance management tools as observed by the HR officers, the one-way analysis of variance, (ANOVA) will be used.

## 4. Results and Discussion

This study draws the research outcome based on the analysis of collected data using the SPSS. It explains the data from the main questionnaire survey and the findings of the hypotheses testing. The study is structured as follows. It begins by presenting the general demographic data and statistical analysis of the samples. In addition, the study clarifies the general data examinations such as missing values, outliers, data normality and the assumptions of multivariate analysis done by applying SPSS version 17.

### Response Rate

In social science, even if the sample size selected is fully representative of the whole population, the pattern of actual respondents is unlikely to reflect the whole population, as those who do not respond may show different characteristics than those who choose to respond. Furthermore, previous research has found that gender, age, ethnic, education level, experience and position status in social activities influence the response rate. The main reason behind this high response rate achieved for this study is due to the mechanism of the self-administration method followed by friends who worked at the banks.

Also, the researcher explained any incomprehensible questions to the respondents. He assured the respondents that the language of the questionnaire remained neutral.

In the process of conducting the main study, 350 questionnaires were distributed to the bankers. Out of this number, 70 were undelivered and 15 questionnaires were incomplete (missing responses). The researcher obtained the achieved response rate through tremendous effort, hard work and extra financial cost. Indeed, a sum of 265 responses was usable for subsequent analysis, giving a response rate of 76% (Table 4.1)



The sample size appeared to be sufficient and the response rate obtained was comparable to several studies in the same area but outside Bahrain such as 70% (Kreitner, and Kinicki, 2006) 34% (Peduzzi et al., 1996) Table 4.1 supplies a summary of the response rates.

**Table 4.1: Summary of Response Rate.**

Questionnaire administrated	Percentage
Undelivered	70
Uncompleted	105
Number of responses	265
Response rate (265/350)	76%

**Profiles of the Companies and Respondents**

The sample’s characteristics analysed demographic information to provide information about the respondents including five major items: (1) gender, (2) ethnic, (3) education level, (4) experience, (5) age. The results were obtained after analyzing the demographic variables. The occurrence and percentage for each erratic were scheduled according to the survey categories.

**Table 4.2: Demographic Variables**

Variable	Coding	Frequency	Percent
Gender	Male	172	65%
	Female	93	35%
	Total	265	100%
Ethnic group	Bahraini	195	73.6%
	Western	38	14.3%
	Indian	25	9.2%
	Others	7	2.6%
	Total	265	100%
Experience	Less than 5	61	23%
	6-10	63	23.8%
	11-15	84	31.7%
	More than 15	57	21.5%
	Total	265	100%
Age	Less 25 years	10	3.8%
	25-30	91	34.4%

Variable	Coding	Frequency	Percent
	31-35	113	42.6%
	More than 35	51	19.2%
	Total	265	100%
Education level	Primary/secondary	57	21.5%
	Professional	88	33.2%
	University degree	114	43%
	Postgraduate	6	2.3%
	Total	265	100%

Table 4.2 shows that in the final sample, the collected demographic information confirmed the dominance of males in managerial positions in banks. More specifically, the descriptive results exhibited that 65% of the respondents were males compared to only 35% females. It is realized that the majority of sample recorded (65%) were male, and the majority of the respondents aged more than 31-35 years (42.6%), between 25-30 years old (34.3%), more than 35 years (19.2%) and less than 25 years old (3.8%).

The largest ethnic group of the top management was Bahraini (73.6%) and the smallest ethnic group was others (2.6%). Looking at the educational level for the top management in the banks, the majority of respondents had a university degree (42.6%). Furthermore, concerning the respondents’ experience, Table 4.2 exhibits that while around 31.7% of the respondents had experience between 11-15 years; around 23.8% had experience between 6 and 10 years. Table 4.3 also shows that only 21.5% of the respondents had experience of more than 15 years see Appendix E.

**Test of Nonresponse Bias**

According to (Pallant, 2001), independent sample t-test should be employed while comparing the signify scores of incessant variables for two varying groups of subjects. Testing the sort of non-respondents and late respondents entails the researcher’s categorization of the model into two namely early responders and later responders. The former refers to those who return the questionnaire within a month of distribution, while the latter refers to those who return them after the full month. An independent sample t-test was conducted on continuous variables such as HRM, environmental factors and culture factors. According to Malhortra (1988), he argued that for late response, to standardize this procedure, the study sample has to be divided into



two (namely: early responses those that who returned the questionnaires within two months after the date of distribution (group 1) and the late responses those that who returned the questionnaire after two months from the date of distribution (group 2)). According on the

response time (late and early response) examined, 170 respondents were utilized as early responses or group 1 and 30 respondents as late responses or group 2. Tables 4.3 and 4.5 provide the results of the nonresponse test.

**Table 4.3: Group Statistics.**

	split	N	Mean	Std. Deviation	Std. Error Mean
Satisfaction	1.00	224	3.4961	.60168	.04020
	2.00	41	2.7470	.58862	.09193
Culture Factors	1.00	224	3.6001	.46298	.03093
	2.00	41	3.2270	.21640	.03380
Environment factors	1.00	224	3.5959	.45751	.03057
	2.00	41	3.5487	.17551	.02741

**Table 4.4: Independent Samples Test.**

		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
satisfaction1	Equal variances assumed	.150	.698	7.354	263	.000	.74914	.10187	.54856	.94973
	Equal variances not assumed			7.467	56.393	.000	.74914	.10033	.54818	.95010
BehaviourFactors11	Equal variances assumed	6.848	.009	5.054	263	.000	.37312	.07382	.22776	.51848
	Equal variances not assumed			8.144	119.998	.000	.37312	.04582	.28241	.46383
eneration11	Equal variances assumed	25.628	.000	.651	263	.516	.04721	.07250	-.09555	.18996
	Equal variances not assumed			1.150	157.639	.252	.04721	.04106	-.03389	.12830

This shows that the assumption of equal variances has not been violated. Besides, the significance levels for environment factors ( $p = .252$ ), further confirmed that there was only a significant difference between the two groups in comparison. Furthermore, HRM and behaviour factors ( $p=.000$ ) confirmed that there was only not significant the reason for that according to Pallant (2001), if the researcher employed self administration

approach the early and late response collection will be based on the researcher not based on the respondents. However, this significance did not make any difference see Appendix C.

#### **Expressive Statistics of Principal Constructs**

Table 4.5 provides a discussion on the descriptive statistics of all the principal constructs.

**Table 4.5: Descriptive Statistics.**

	N	Minimum	Maximum	Mean	Std. Deviation
Behaviour Factors	265	2.70	7.14	3.5423	.45435
Eneronment	265	2.51	5.56	3.5886	.42634
Satisfaction	265	1.88	5.00	3.3802	.65724
Valid N (listwise)	265				

As presented in Table 4.5, the minimum value of most constructs was 2.6 and the maximum value of most constructs was 5.00, which are the minimum and maximum levels in the Likert scale used in this study. In addition, the same data revealed that reputation had the maximum mean value among other constructs with the third highest standard deviation.

Next in importance are HRM, and behaviour factors. The means of these constructs were 3.5423, 3.9045 and

4.0322, 3.3802 with standard deviations of 0.45435, and 0.65724 respectively see Appendix D.

#### Reliability Analysis

Table 4.6 shows the reliability results after the transformation. The reliability values for all the constructs ranged from 0.74 to 0.87 which showed that all constructs had acceptable internal consistency, overall the items were .902 see Appendix G.

**Table 4.6: Reliability Results of Study Constructs after Transformation.**

Variable Name	Original Items	Cronbach'sAlpha
HRM	8	.791
Behaviour factor	23	.745
Environment	35	.87
Total items	66	.902

#### Hypotheses Testing Procedures

Before performing the regression analysis technique, the current study executed the Pearson correlation analysis due to its procedures for testing the hypotheses.. The purpose of using Pearson correlation analysis is to obtain a preliminary image of the involvement relationships between the elements of environment factors, behaviour factors and HRM. The MRA technique was employed to check the direct hypotheses in the current study. In the following paragraphs, the results of Pearson correlation analysis and regression analysis technique are discussed.

#### Correlations

The Pearson correlation coefficients were calculated to check the correlations and directions among the examined variables. Moreover, this analysis was also

performed in relation to ascertain the interdependency of the investigated variables. In verifying the intensity of the relationship between the independent and the dependent variable, according to Green *et al.*, (1997), the correlation coefficients of 0.10, 0.30, 0.50, irrespective of the symbol, are normally decoded as small, medium and large coefficients, respectively, especially for the behavioural sciences.

Hair *et al.* (2010), argued that a correlation coefficient of 0 shows that there is no relationship and a correlation of  $\pm 1.0$  specifies the existence of absolute relationship. In addition, Hair *et al.* (2010) pointed out that high correlation coefficients of 0.90 imply the existence of multicollinearity. Cohen-Charash & Spector (2001) stated that if the correlation is between  $\pm 0.1$  and  $\pm 0.29$ , the relationship is considered to be small, when the correlation is between  $\pm 0.30$  and  $\pm 0.49$ , the relationship is considered as medium and if the



correlation is above 0.50, the relationship is said to be strong. Table 4.7 below shows the intercorrelations of the variables in the current study see Appendix F.

As shown in Table 4.11 above, all the three Pearson correlations coefficients were found to be statistically significant at the 0.01 levels of significance. In other words, the data of this study supported the existence of significant relationships between behaviour factors, environment factors aspects and HRM within banks, ranging from  $r = 0.521$  ( $p < 0.01$ ) to  $r = 0.542$  ( $p < 0.01$ ). Similarly, the findings also supported the existence of

significant relationships between behaviour factors, environment factors and HRM within banks in Bahrain. In general, the findings of the Pearson correlation analysis recommended that if employees have higher positive insights of implemented behaviour factors by their banks, they tend to have higher HRM level. Accordingly, the findings also showed that a higher environment factors and behaviour factors, would normally contribute to the higher level of HRM.

**Table 4.7: Correlation.**

		BehaviourFactors11	eneronment11	satisfaction1
Behaviour Factors	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	265		
Eneronment factors	Pearson Correlation	.521**	1	
	Sig. (2-tailed)	.000		
	N	265	265	
HRM	Pearson Correlation	.542**	.395**	1
	Sig. (2-tailed)	.000	.000	
	N	265	265	265

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### Checking the Requirements or Procedures before Performing Regression Analysis

Hair *et al.* (2010) stressed that regression analysis is one of the most commonly practiced statistical techniques for a multiplicity of purposes, especially in the science disciplines. Hence, multiple regression analysis is a multivariate statistical technique that could be employed to investigate the relationship between a group of independent variables and a single dependent variable. The data for the current study were checked first before performing the multiple regression analysis in order to meet the diversity of multivariate assumptions to guarantee the reliability of the conclusions drawn. The major assumptions that were tested before performing the regression analysis included linearity, normality, homoscedasticity and independence of the error terms. However, before performing the assumptions' test, the

researcher examined the outliers and the multicollinearity. Basically, based on the discussion below, it is suggested that all the statistical assumptions needed for multivariate statistical techniques were fulfilled. The gratification of the assumptions' test and successive findings of the regression analysis are described in the following paragraphs. Hair *et al.*, (2010) proposed that the ratio between the numbers of observations and the numbers of variables incorporated in the research are supposed to be at least 5:1 and preferably 20:1. In addition, Green *et al.*, (1997) recommended the formula to calculate the suitable number of observations such as  $N \geq 50 + 8m$ , where  $m$  = the number of independent variables. Therefore, the minimum required number of observations for the current study as recommended by Hair *et al.*, (2010) and Green *et al.*, (1997) were 100 and 82, respectively. However, 265 samples were obtained for this study



which is higher than the minimum number of observations required. Consequently, the current study had a suitable number of observations in order to perform multiple linear regression analysis. The researcher tested the presence of outliers and multicollinearity before conducting the multiple linear regression analysis. However, it was proven that the data had no critical problems relating to the outliers and multicollinearity. In line with this, the conducted examinations disclosed that all the required conditions to perform the regression analysis were fulfilled. The procedures used in the study are reported in the following paragraphs.

**Detecting Outliers**

According to Hair *et al.*, (2010), outliers can be identified as observations that have rare traits and vary definitively from the others. Outliers can be discovered using univariate, bivariate and multivariate techniques based on the number of variables. The most popular technique is the Mahalanobis distance measure, which is used to measure the distance of each observation from the mean centre of all observations in multidimensional space. The Mahalanobis distance values were tested and compared to the critical values in the Chi-square distribution table in order to trace the outlier observation. For the current study, only five observations were found to have Mahalanobis distance values such as 93.79, 25.55, 100.76, 75.25 and 74.52 which are less than the Chi-square value with 4 degrees of freedom and at 0.001 levels of significant 330.5197. Since the Cook’s values all less than 0.1, therefore, the potential outliers are

deemed not influential and retained for further analysis. Furthermore, the threshold values of standard scores of 3.0 or greater were regarded as outliers in the current study, the outliers did not cause any substantial problems.

**Checking the Multicollinearity**

Hair *et al.*, (2010) argued that multicollinearity is identified as the point at which the consequence of any variable is described by other variables. As a result, the growth of multicollinearity increases the complexity of explanation of different variables’ consequences. The current study employed the tolerance value and Variance Inflation Factor to observe the existence of multicollinearity among the variables of the study. According to Hair *et al.*, (2010), the tolerance can be identified as the inconsistency in a variable, which is not described by other variables. Furthermore, the variance inflation factor value is the mutual of the tolerance variable. Table 4.8 below illustrates that the tolerance values of all the variables ranged between .595 and .711. In line with this, the values of variance inflation factor for all the variables were found to range between 1.407 and 1.682. The results revealed that the tolerance values of all the variables of the current study were more than 0.1 and accordingly, the variance inflation factor values were below the threshold value of 10 as proposed by Hair *et al.* (2010). Briefly, the tolerance values and variance inflation factor values of the variables incorporated in the study were within the suggested threshold values, therefore, it was decided that the issue of multicollinearity did not exist in the current study.

**Table 4.8: Multicollinearity. Coefficients<sup>a</sup>**

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	satisfaction1	.689	1.452
	BehaviourFactors11	.595	1.682
	enronment11	.711	1.407

a. Dependent Variable: Gender

**Normality Testing**

The normality assumption was inspected through the normal probability plots of the residuals. The histogram

and the normal probability plot (P-P Plots) of the regressed standardised residual were the means by which the normality was verified. As shown



in Figures 4.1 and 4.2, the data disclosed that the behaviour of the data distribution did not differ significantly from the normal curve included. As a result, it can be assumed that the data roughly pursues a normal distribution. The full SPSS output is given in Appendix 3.

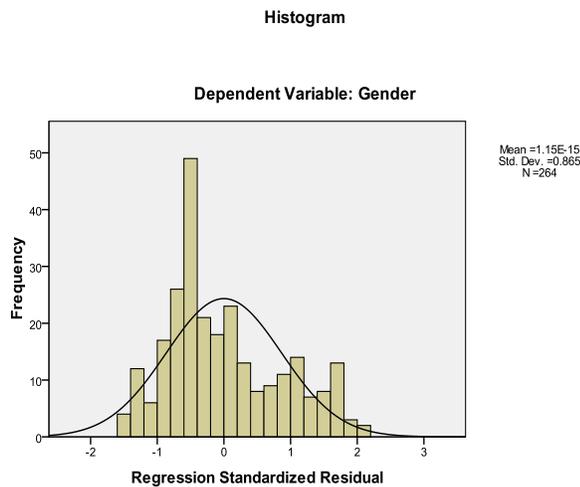


Figure 4.1: The behaviour of the data distribution

Normal P-P Plot of Regression Standardized Residual

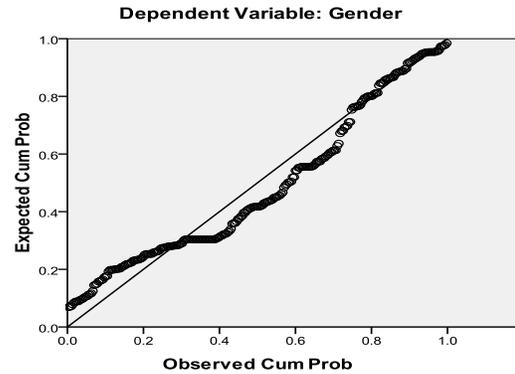


Figure 4.2 Testing Normality Using Normal Probability Plot

The skewness and kurtosis values were testified to be  $-0.160$  and  $-0.831$  with standard errors  $0.150$  and  $0.298$ , respectively as shown in Table 4.9 below. The findings showed that both skewness and kurtosis fell in the range  $-1.0$  and  $1.0$  showing an appropriate normality of the residuals as suggested by Hair *et al.*, (2010). The full SPSS output is given in Appendix B.

Table 4.9: Skewness and Kurtosis.

Descriptive Statistics

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
satisfaction1	-.160	.150	-.831	.298

Valid N (listwise)

Regression Analysis

After examining all the regression assumptions, which were found to be satisfied, the current study performed the regression analysis using SPSS to check the predictive power of the different aspects of behaviour factors, environment factors and HRM. The most important function of the multiple regression analysis was to clarify the predictive power of each independent variable with respect to the dependent variable. In addition, it was important to recognize and compare the predictive power of the aspects of behaviour factors, environment factors and HRM.

Environment factors and HRM

The researcher conducted a regression analysis to test the hypotheses of the study. In particular, the current study expected to assess how well the respondents' insights of environment factors predicted their levels of HRM in their banks. The predictors contained the different aspects of environment factors (income, management, public contribution, encouragement, and organization rules). The criterion variable was employees' organizational commitment. Therefore, to investigate the relationship between the different aspects of environment factors and HRM, six hypotheses were



developed. These hypotheses are Hypothesis 1 (H1), Hypothesis 2 (H1a), Hypothesis 3 (H1b), Hypothesis 4 (H1c), Hypothesis 5 (H1d), Hypothesis 6 (H1e).

H1: There is a significant relationship between environmental factors and HRM

H1a: There is a significant relationship between income and incentives and HRM

H1b: There is a significant relationship between management and HRM

H1c: There is a significant relationship between public insight and HRM

H1d: There is a significant relationship between encouragement opportunity and HRM

H1e: There is a significant relationship between organization rule and strategy and HRM.

**Table 4.10: Regression Result of the Different Aspects of environment factors and HRM**

Independent Variable	Dependent Variable		
	HRM		
	Standardised Beta	T- Value	P-value
Income and incentives	0.240***	3.136	.002
management	0.206***	3.289	.001
Public contribution	0.009*	.148	.883
Encouragement opportunity	-0.218***	-0.3245	.001
Organization rules	0.289***	3.889	.000
R Square		0.274	
Adjusted R square		0.260	
F value		19.593	
Significance of F value		0.000	

Note: \*\*\*: p<0.001; \*\*: p<0.01; \*: p<0.05

Table 4.10 above summarised the findings of the analysis. The full SPSS output is given in Appendix. As shown in Table 4.13, all the six aspects of environment factors (income, management, public contribution, encouragement, and organization rules) were positive and significantly contribute to the prediction of HRMs at the 0.001 significant level ( $\beta=0.240$ ,  $t=3.136$ ,  $p<0.001$ ;  $\beta=0.206$ ,  $t=3.289$ ,  $p<0.001$ ;  $\beta=0.009$ ,  $t=0.883$ ,  $p>0.05$ ;  $\beta=-0.218$ ,  $t=-3.245$ ,  $p<0.001$ ;  $\beta=0.289$ ,  $t=3.889$ ,  $p<0.001$ ) respectively. In other words, Hypotheses 1, 2, 4 and 5 are supported see Appendix H.

**Behaviour factors and HRM**

The researcher conducted a regression analysis to test the hypotheses of the study. In particular, the current

study expected to assess how well the respondents' insights of environment factors predicted their levels of HRM in their bank. The predictors contained the different aspects of behaviour factors (management support, job challenge, loyalty, social cohesion, and citizen cooperation). The criterion variable was employees' organisational commitment. Therefore, to investigate the relationship between the different aspects of environment factors and HRM, six hypotheses were developed. These hypotheses are Hypothesis 7 (H2), Hypothesis 8 (H2a), Hypothesis 9 (H2b), Hypothesis 10 (H2c), Hypothesis 11 (H2d), and Hypothesis 12 (H2e) see Appendix H.

H2: There is a significant relationship between organization behaviour factors and HRM



H2a: There is a significant relationship between management support and HRM

H2b: There is a significant relationship between job challenges and HRM

H2c: There is a significant relationship between loyalty and HRM

H2d: There is a significant relationship between social cohesion and HRM

H2e: There is a significant relationship between citizen cooperation and HRM

**Table 4.11: Regression Result of the Different Aspects of behaviour factors on HRM**

Independent Variable	Dependent Variable		
	HRM		
	Standardised Beta	T- Value	P-value
management support	0.212***	3.392	.001
job challenge	0.596***	9.857	.000
Loyalty	0.004*	0.107	.915
social cohesion	-0.047*	-1.039	.300
citizen cooperation	0.087**	0.087	.035
R Square		0.575	
Adjusted R square		0.567	
F value		70108	
Significance of F value		0.000	

Note: \*\*\*:  $p < 0.001$ ; \*\*:  $p < 0.01$ ; \*:  $p < 0.05$

Table 4.11 above summarised the findings of the analysis. The full SPSS output is given in Appendix. As shown in Table 4.13, all the six aspects of environment factors (management support, job challenge, loyalty, social cohesion, and citizen cooperation) were positive and significantly contribute to the prediction of HRMs at the 0.001 significant level ( $\beta = 0.212$ ,  $t = 3.392$ ,  $p < 0.001$ ;  $\beta = 0.596$ ,  $t = 9.857$ ,  $p < 0.001$ ;  $\beta = -0.004$ ,  $t = 0.107$ ,  $p > 0.05$ ;  $\beta = -0.049$ ,  $t = -1.039$ ,  $p > 0.05$ ;  $\beta = 0.087$ ,  $t = 0.087$ ,  $p < 0.01$ ) respectively. In other words, Hypotheses 1, 2 and 5 are supported.

### Summary of the Findings

The current study allocated the respondents based on some attributes as shown in the demographic section. The next step was to ascertain the construct validity of the measure using SPSS version 19.0. Additionally, a detailed discussion on the construct validity was presented to ensure the quality of the model that was subsequently used to test the hypotheses. Furthermore, the researcher used multiple linear regression in order to analyse the hypotheses of the study. The findings of the current study supported seven hypotheses. Discussion, tables and figures were applied to evaluate the findings of the statistical techniques outputs. Table 4.12 below shows the review of the results from the testing of the hypotheses.

**Table 4.12: Summary of the hypotheses testing results**

Hypothesis No.	Hypothesis	Result
H1a	There is a significant relationship between Income and incentives and HRM	Supported
H1b	There is a significant relationship between management and HRM	Supported
H1c	There is a significant relationship between public insight and HRM	Not Supported
H1d	There is a significant relationship between encouragement opportunity and HRM	Supported
H1e	There is a significant relationship between organization rules and strategy and HRM.	Supported
H2a	There is a significant relationship between management support and HRM	Supported
H2b	There is a significant relationship between job challenges and HRM	Supported
H2c	There is a significant relationship between loyalty and HRM	Not Supported
H2d	There is a significant relationship between social cohesion and HRM	Not Supported
H2e	There is a significant relationship between citizen cooperation and HRM	Supported

## 5. Discussion and Conclusions

The discussion is based on the research objectives of the study as listed below.

1. To investigate the relationship between organization behaviour factors (job challenges, loyalty, social cohesion and citizen cooperation) and HRM.
2. To analyze the relationship between environmental factors (Income and incentives, management, public insight, encouragement opportunity and organization rules and strategy) and HRM.

### Organization behavior factors and HRM

The first research objective was to investigate whether the different aspects of organization behavior factors have relationships with HRM. Therefore, hypotheses 6, 7, 8, 9 and 10 were formulated to test whether there are relationships between the different aspects of organization behavior factors (job challenges, loyalty, social cohesion and citizen cooperation) and HRM. The findings disclosed that three aspects of organization behavior factors have positive and significant relationships with HRM in the Bahrain banks.

The first hypothesis was formulated to examine the relationship between organization behaviour factors and HRM. The finding shows that in the bank setting, if the supervisors/managers of the bank have a good awareness of the organization behaviour factors, job challenges,

loyalty, social cohesion and citizen cooperation, competition within the bank, they will try to fulfill their employees' wants and needs in order to make sure the employees satisfy and they will remain in that bank. In other words, the bank employees have a high level of HRMs towards their bank since the supervisors/managers of the banks are aware about the important aspects related to the organizations behaviour factors it will lead to satisfy their employees and get better performance.

Different factors combine to facilitate HRM and dissatisfaction among employees and these are identified into motivators and hygiene factors. The former factors promotes HRM and covers achievement, responsibility, the work itself, recognition and advancement while the latter do not directly result in HRM but their absence may lead to job dissatisfaction. These cover organizational policies, supervision and leadership, income and pay, work conditions, and communication with management and colleague. According to Herzberg, employees have to achieve an appropriate degree of hygiene factors to feel comfortable in their jobs. Furthermore, different factors (individual, organizational and environmental) influence the understanding of bank officers of their organizational behaviour, which assists in the formation of their orientation towards their job and eventually, their satisfaction of the job. Majority of studies dedicated to HRM among bank officers addressed individual factors while the role of organizational



behaviour and environmental factors has largely been ignored.

### **Environmental factors and HRM**

The second research objective was to investigate whether the different aspects of environment factors have relationships with HRM. Therefore, hypotheses 1, 2, 3, 4 and 5 were formulated to test whether there are relationships between the different aspects of environment factors (income and incentives, management, public insight, encouragement opportunity and organization rules and strategy) and HRM. The findings disclosed that four aspects of organization behavior factors have positive and significant relationships with HRM in the Bahrain banks. The first hypothesis was formulated to examine the relationship between environment factors and HRM. The finding shows that in the bank setting, if the supervisors/managers of the banks have a good awareness of the environment factors, incomes and incentives, management, public insight, encouragement opportunity and organization policy and strategy within the banks environment, they will try to fulfill their employees' wants and needs in order to make sure the employees satisfy and they will remain in that banks. In other words, the bank employees have a high level of HRMs towards their banks since the supervisors/managers of the banks are aware about the important aspects related to the environment factors it will lead to satisfy their employees and get better performance. Environmental factors positively relates to general HRM experienced by bank officers (Abdulla, 2009). Several important environmental factors that have the greatest influence on HRM include income and incentives, positive insight of the work nature, public insight, organizational rules and strategy, management, HRM with colleagues, and opportunities for encouragement (Abdulla, 2009). Specifically, Ting (1997) and Ellickson and Logsdon (2001) reported that income is correlated with HRM when employees are convinced of the equitability of their wages. Moreover, according to Lambert *et al.* (2001), the issue of financial incentive is another basis of employee HRM. Financial rewards are deemed to be among the tools that organizations employ to maximize employees' performance and productivity (Al-Fadley, 1996). Prior studies also reported that employees who are recipient of a supported relationship with their immediate supervisor perceive greater degrees of HRM compared to their non-recipient co-workers (Ellickson, and Logsdon, 2001). On the contrary, when leader trust and communication are lacking, employees may experience stress, which would consequently result in dissatisfaction (Wech, 2002). In

relation to this, Abdullah (2009) stated that the supervisory factor comprises many significant elements that positively impact the HRM level of employees.

### **Contributions of the Study**

Throughout this study, many insights regarding the issues related to HRM within banks have arisen. To date, this study is one of the very few empirical studies conducted in the Bahrain banks to investigate the effect of the different aspects of organization behavior factors and environment factors on HRM. Therefore, the current study integrates the effect of the different aspects of organization behavior factors and environment factors on HRM. This study has several contributions to the theoretical and practical literature, as discussed in the paragraphs below:

### **Theoretical Contributions**

The findings of the current study show that all the theoretical relationships conceived in the theoretical framework are empirically supported. Specifically, the current study proves the relationship between the different aspects of organization behavior factors (job challenges, loyalty, social cohesion and citizen cooperation) and environment factors (income and incentives, supervision, public insight, encouragement opportunity and organization rules and strategy) on HRM. In other words, the study contributes further knowledge concerning the importance of the different aspects of organization behavior and environment factors of employees' HRM. Basically, many of the past studies discussed the findings of organization behavior factors as uni-dimensional compared to the current study which investigates and discusses the findings of organization behavior factors and environment factors as multi-dimensional (which consist of five aspects for each variables, as mentioned above) with HRM. The study also provides empirical support for the proposed relationship between the different aspects of organization behavior factors and environment factors, and employee HRM. In other words, the results indicate the importance and interdependent association between the forecaster variables and criterion variable. From the Bahraini perspective, this study increases the knowledge of the role of employee HRM and organization behavior factors and environment factors on bank. In particular, to the researcher's knowledge, based on the literature review, to date, this is considered as one of the very few local studies that observed the relationships between organization behavior factors and environment factors and employee HRM among bank officers in Bahrain. Most importantly, the study provides evidence concerning the mediating impacts of employee HRM



concerning the relationship between the different aspects of organization behavior factors and environment factors. In other words, the current study tries to develop the boundary of the current literature as it examines the ten factors effects of overall employee HRM concerning the relationship between the different aspects of organization behavior factors and environment factors (income and incentives, supervision, public insight, encouragement opportunity and organization rules and strategy, job challenges, loyalty, social cohesion and citizen cooperation) and employee HRM acts as a mitigator of the different aspects of organization behavior factors and environment factors which contribute to increasing employees' HRMs in the bank.

### **Practical Contributions**

From a practical viewpoint, the results of this study give important contributions and implications for practitioners and policy-makers. Additionally, the current study provides a valuable approach to how the different aspects of organization behaviour factors and environment factors could improve HRM which leads to better performance among Bahrain banks. Some of the contributions and implications are discussed in the following paragraphs. Specifically, the supervisors/managers of the bank should apply the results from this study to improve the level of employees' satisfaction among the bankers and the officers which, as a result, can improve their performance. First, the outcome of this study could increase the awareness of the supervisors/managers of the bank concerning the significance of implementing organization behaviour factors and environment factors in the bank in order to enhance HRM. Therefore, the supervisors/managers of the bank should pursue effective plans to develop all the different aspects of organization behaviour factors and environment factors by increasing their awareness about the income, encouragement, loyalty, social cohesion and citizen cooperation and increasing their response to income and incentives, supervision, by providing adequate in-service training. Second, the outcomes of this study propose that the childcare supervisors/managers of the bank should take the necessary action to build a supportive employee HRM environment prior to implementing any strategy, in aim to improve the stage of employee HRM between their employees. For example, the supervisors/managers of the bank should encourage and highlight the importance of what the employees need and want in their work, encourage good internal communication with the employees by providing regular meetings in order to make sure they know what the employees need and want in their work, and then try to fulfill them. In addition, the

supervisors/managers of the bank should continuously respond to organizations behaviour factors activity by providing in-service training for their employees in order to enhance level of employee HRM. Finally, the supervisors/managers of the bank should recognise that the different aspects of organizations behaviour factors and environment factors have significant indirect and direct consequences on HRM. Indeed, the findings indicate that to have committed employees to satisfy them based on the organization behaviour factors and the environment factors within the Banks in Bahrain. In brief, if the bank wants to increase the employee HRM levels among their employees, they should make efforts to execute the different aspects of organization behaviours factors and environment factors, which are viewed by the employees as important in influencing their HRM level.

### **Limitations of the Study**

The current study has a few limitations, even though it provides good insights and contributions as discussed above. First the researcher executed a survey questionnaire research design, which used cross-sectional data collection at a specific point of time in order to test the hypotheses. Therefore, the information gained only demonstrates the degree of association between variables. As a result, the causal relationships which were assumed based on the results attained cannot be accurately determined. Second, some limitations relating to the generalizability occurred since the researcher had no control over certain factors. The results of the study reveal that 73.6 % of the respondents were Bahraini compared to the other races, such as Chinese (14.3%), Indians (9.2%) and others (2.6%). Accordingly, the findings might be different if the percentage of the respondents from the other ethnic groups is similar. Additionally, the findings of the study were based on the data collected from the childcare centre representatives at one point in time. Consequently, the study does not reflect the continuous changes in the psychological human aspects that could have taken place in the organizations due to the continuous experience. This is because the data were based on the cross-sectional approach and no follow-up data were gathered. Finally, limited research in this area in Asian countries and especially in Bahrain, nearly all the research has been conducted in western and American nation about the Banks.

### **Suggestions for Future Research**

The researcher has a number of research opportunities that stand on the findings of the study. First, as discussed earlier, the current study is based on



the questionnaire research design in aim to obtain the data. Consequently, the feature of cross-sectional data, which were collected at the one point of time, restricted the researcher from observing, and, consequently, examining the dynamic features of the effects of organization behavior factors and environment factors and employee HRM level of the banks employees. Therefore, a case study approach might be a better potential choice to examine the relationships among organization behavior factors, environment factors and employee HRM levels among the banks employees in Bahrain. Second, a longitudinal research is highly recommended since it would help the researchers to validate the findings attained from the cross-sectional method regarding the change in human views, behavior and attitudes. This is because a longitudinal approach could explain the complex relationships among organization behavior and environment factors and employee HRM level over a longer period of time. Finally, as the organization behavior and environment factors was based on the continuing marketing focus by organizations, which was intended for the employees, the possibility of reciprocal causation should be recognized. Therefore, future studies might need to develop other analytical methods, for example, Structural Equation Modeling, in order to ascertain the reciprocal relationships among the study variables.

### Conclusion

The main purpose of the current study is to examine the interconnections between the organization behaviour factors, environment factors and HRM. The outcome of the current study validates to identify the significant effects of organization behaviour factors, environment factors on HRM. The study investigates the relationships among organization behaviour factors, environment factors and HRM in Bahraini bankers. Therefore, it can be suggested that the managers of the banks may implement organization behaviour factors and environment factors in order to improve the intensity of employee HRM, which would lead to better performance.

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