

The Role of Human Resource Policy Implementation in Determent the Organizational Comittment in the Manufacturing Industry of Indonesia

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Abstract---*The prime objective of the current study is to examine the role of human resource policy implementation in determent the Organizational Commitments in the manufacturing industry of Indonesia. The EC and gender are examined as mediator and moderator, respectively. The manufacturing industry of Indonesia, which is among the world largest industry, is taken as a sample. There are a number of factors that contribute to the relationship of organization and commitment of employees. The HR policies that are attractive and supportive will play an important role to fulfil commitment with organization. for this reason, the objective of the current study is to examine the impact of Job Characteristics, Work life policies and Career opportunity as the predictor of Organizational Outcome with the mediating role of Employee commitment. The study has employed SEM-PLS to achieve the research objectives of the current study. The findings of the study have provided support to the proposed hypothesis of the study. The study is among the pioneering studies on the issues related to Human resource implementation, and the Organizational Outcome in the manufacturing industry of Indonesia. The study will be helpful for the policymakers, and researchers in understanding the issues related to Human resource implementation, and the Organizational Outcome in the manufacturing industry of Indonesia.*

Keywords---*Job Characteristics, Work life Policies, career opportunity, Organizational Outcome*

I. Introduction

The manufacturing sector of Indonesia is the 10th largest in the world. The manufacturing accounts for almost the 30-35 percent of total Indonesian GDP. The manufacturing sector in Indonesia is even bigger than united kingdom, and Mexxico.(Handriani & Robiyanto, 2018).The importance of the commitment of employee is every organization is increasing as employee's performance is key for the organizational performance. Scholars have mentioned that employees are the backbone of the organization. there exists a key relationship among the organization and the employees.. The productivity of the organization, rate of Turnover Intention (TO), efficient operations and outcomes

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of the business are impacted by the commitment of the employee. It's been reported that there exists relationship among commitment of the employee to the organization and wellbeing of the employee, employee health, the behavior of employee on job, TO and intent to leave (Abou Hashish, 2017). There exists a relationship among wellbeing of organization and commitment of employees as they contribute to the achievements of organizational goals. It is key to mention that between employee and organization commitment works in a number of ways while having an impact on motivation and engagement of the employee. It is very important for the organization that employee wants to be recognized by the organization in which he or she is working and plays a critical role in achieving the goals of the organization (Northouse, 2018).

Organizational commitment also known as employee commitment is the attachment of the workers based on the psychology of the worker regarding the workplace. The relationship is positive between the positive outcomes like motivation and satisfaction, whereas, it has a negative relationship with the outcomes like TO and absenteeism (Gillet, Fouquereau, Lafrenière, & Huyghebaert, 2016; Jermisittiparsert, Suan, & Kaliappen, 2019).

There exists a number of models in which the outcome of work and organizational commitment relationships is mentioned. It's been reported that organizational commitment of employee is linked to a number of outcomes like engagement, the loyalty of the customer, employee retention, productivity and profit. Traditional research on HRM has focused on the impact of individual practices of Human resource whereas the strategic perspective focused on individual practices of human resource, most of the times considered as high performance work systems (Paauwe & Boon, 2018). In the current study, two outcomes of commitment are examined as low TO and high performance.

It is important to state that the employees having good career opportunity (CO), job characteristic (JC) and work life balance impacts the outcomes of the business. The HR policies that are attractive and supportive will play an important role to fulfil commitment with the organization (Karatepe & Aga, 2016). for this reason, the objective of the current study is to examine the impact of JC, Work life Policies (WLP) and CO as the predictor of OC with the mediating role of EC. Furthermore, the gender of an employee is being considered as the moderator among commitment and performance.

II. Literature Review

Organizational Outcome (OC) (high performance (EMP); low Turnover): Relationship with Employee Commitment (EMP), Career Opportunity (CO) , Work life policies(WLP), Job Characteristics (JC)

As mentioned in the past studies, organizational commitment is the commitment on the basis of emotions to achieve the objectives of the firm. Organizational commitment is the total internalized demand on the basis of normativity so organizational interests and objectives can be met. Affiliation of the employee towards the organization is treated as the organizational commitment. In general, there exist three dimensions of commitment towards the organization, namely affective commitment, normative commitment and continuance commitment (Yousef, 2017). It's been reported that all these types are interdependent and mentioned by a number of different individuals at a different level of organization. Moreover, it's been explained that the commitment of employee towards the organization is the extent to which values and goals of the organization are accepted by the employees. An employee who is committed towards the organization shows the positive intention to serve the organization and very less is thought by them to leave the organization (Ahmad, Iqbal, Javed, & Hamad, 2014).

Committed employees build up a bond with an association, and that makes better organizational performance. In the event that that passionate association with their vocation, associations with different employees and the association are available, they perform better and serve the association better. Effective associations rely upon the superior of their employees to meet their destinations. So as to accomplish their strategic points and keep their competitive bit of leeway, their employees must perform at abnormal states (Belsky, 2018; Owusu, 2017).

The scholars have discovered an inverse connection between commitment and job TO. Employees' degree of responsibility to an association may make them progressively qualified to get both extraneous and mental prizes related to enrollment. Associations esteem responsibility among their employees, which is commonly expected to lessen withdrawal practices like a TO (Caillier, 2016). In this way, TO might be expensive to the associations while duty is generally utilized as alluring abilities that may increment in employees.

The researcher establishes that employee career management is essentially connected with organizational performance. By making career openings, managers make the employees feel roused and resolved to meet the objectives of associations. Career openings in an association ought to make a helpful environment for employee's advancement in their career. Associations support their employees by building up their career through preparing, workshops, meetings and instructive progression to refresh their insight in other to be competitive in the business. Associations need adaptable individuals, who can adequately oversee change and adjust to new organizational headings. The way to accomplishing these objectives, for both the individual and the association, is career self-management (Linehan, 2018).

Career advancement opportunities must be given to employees so they can plan their future in a better way. Moreover, an organization can avoid the problem of TO and increase their production and profitability. The organizations which provide an opportunity for career growth to employees develop mutual investment kind of relationship with them and the employees. Past studies have mentioned that there exist four related to career growth. They include remuneration growth, promotion speed, development of professional ability and career goal process. TO intention is negatively impacted by the mentioned dimensions of career growth. An employee can develop commitment with their organizations if long term career development opportunities are provided to them. (Alvinus, Johansson, & Larsson, 2017). Scholars have mentioned that employees can find personal growth when the career advancement opportunity is provided to them. Organization has to suffer a lot in terms of finances and organizational performance if a skilled, trained and talented employee leaves the organization. Therefore, the organization try to retain the employee by focusing on the development of commitment in the workforce and preparing these employees for future commitment and organizational development (Biswakarma, 2016).

Employee performs their job with better control, ownership and responsibility who get better work life balance. For the employees, poor work life balance can be disastrous. Performance of employees is also impacted by the poor work-life balance. Prospect of success in the task assigned to employees is also impacted by the lack of work life balance. It is important for organizations to keep their employees engaged. There exist the need for work life balance because employee feels stress in their work, which impact the productivity of the employees and have a negative impact on the performance of the organization. (Pradhan, Pattnaik, & Jena, 2016). There are a number of studies conducted regarding the relationship of work life balance and TO. Past literature has tried to identify the factors and

importance of work life is highlighted, so the TO intention of employees can be mitigated (Benito-Osorio, Muñoz-Aguado, & Villar, 2014).

Characteristics of the job are the system factors which impact the behavioral outcome of the employees. Characteristics of job should provide an opportunity for employees to utilize different skills and talent they possess so different tasks can be performed. Such employees identify closely themselves to the organization and feel empowered as well. Empirical findings of the past studies show that job performance is positively impacted by JC. Additionally, past studies it also impacts the TO intention directly and indirectly from various variables. Scholars have mentioned that relationship with other employees, autonomy, the significance of task and variety of task are the other sub variables that impact the TO intention of the employee (Yang et al., 2017).

In the decades of 1950s, gender issues related to males and females were mentioned. Later they were highlighted as important management and organizational issue. Human talent like productivity, education level and skills of males and females is the most important factor of the competitiveness of the organization and its mentioned in a number of studies as well. Therefore, enforcing quality of gender is a very important aspect for the improvement, productivity and success of the business.(Hopkin, 2018).

Employee Commitment (CM):Relationship with Performance and Turn Over Intention (TO)

The commitment of employees is considered as a critical success factor in an organization because less committed employees will not perform as good as they can if they are committed to the organization. Less committed employees only try to complete their duties without focusing on organizational goals, as well as they are more concerned with their own success and goals. Moreover, less committed employees are not long-term citizens of organizations; they are just like outsiders who are concerned with personal benefits. Contrarily, committed employees considered themselves as an important part of the company as well as their benefits and risk all are associated with the organization. If the company is facing any threat, committed employees will react to that threat ambitiously. Hence, committed employees take an active part in organizational success and always looking for ways to perform better. In short, committed employees act in a way that a company belongs to them (Irefin & Mechanic, 2014).

Accordingly, numerous studies investigate the relationship between work performance and EC . Irefin and Mechanic (2014) investigated the relationship between EC and employee performance and reported a positive relationship between them. Moreover, existing literature also provides evidence that CM has a significant influence on employee TO. A researcher Fuchs (2018) examined the impact of different dimensions of commitment and revealed the reasons why employees choose to stay in the organization and why some employees prefer to leave. A decrease in TO costs related to the hiring and training of new employees could allow company leaders to use additional funds in other areas of the businesses (Bonds, 2019). Hence, it can be concluded that CM has a strong influence on the OC of high performance and low TO.

Career Opportunities (CO)

Career development opportunities are a win-win situation for both employees and employers. Generally, career development is based on the employees' needs to grow their career with the support of the company. Previous investigations revealed that employees positively response to the advancement opportunities; hence, organizations can use it as a motivational tool for employees. Companies offer a number of other facilities, services and help to their employees to develop their career which ultimately enhances their professionalism, skills and cognitive abilities.

Moreover, organizational support in career development increases the loyalty among employees and they prefer to stay for a long time in the same organization. Providing training and development opportunities to employees not only enhance the cognitive abilities and loyalty of employees, but these opportunities also increase the job commitment and job performance of employees. The development opportunities encourage employees to make long term promises with their work and organization as well as encourage employees to plan their future with the company. Khan, Rajasekar, and Al-Asfour (2015) sustainable development and continuous competitive advantage require unique and talented employees.

Career Opportunity (CO) and Employee Commitment (CM)

There exists a direct relationship among career planning and effectiveness of the organization. It can have an impact on the commitment of employee as well. There are two major categories of group workers in organizations, namely the struck and the moving. There is a different attitude of the people who belong to these two different categories of organizational commitment. Those who belong to the group being struck have very severe impacts. Their self-esteem is damaged. They are not willing to take risks and not utilize their competence and skills. The mentioned interaction also has an impact on the organizational commitment and job involvement of employee. It's been revealed in past studies that CM is significantly impacted by CO (Agba, Nkpoen, & Ushie, 2010).

Work Life Policies (WLP)

Policies for Work life balance increase the employees' independence to manage work life as well as non-work life activities. Previous studies highlight numerous work life balance policies such as, on job child/elder care, job sharing, flexible working hours and assistant to employees. Moreover, work life balance policies are mostly categorized into five groups, namely, job sharing, flexible working hour, part time, career break, flexplace and telecommuting. However, Koekemoer and Downes (2011) stated that workplace flexibility gains more importance than other WLP.

Work Life Policies (WLP) and Employee Commitment (CM)

Now-a-days, time pressure on the employees is a very serious problem. The responsibilities of workers are increasing at the workplace with increasing demand and responsibilities at home and family also. Both the organization and employee have to bear the disadvantage in case there is a mismatch between work roles and family. To solve this issue, flexible timings are important, which eventually are beneficial in terms of developing commitment and dedication among the employees. The main focus of WLP is to influence affective commitment at a minimum level and having an impact on continuance commitment strongly (Muse, Harris, Giles, & Feild, 2008).

In our society, there are a number of conflicting responsibilities with the major issue of work life balance. There are a number of factors that contribute towards the work life balance. When the work load of the employee is beyond the bearable limit, it will impact the family in a negative way. As a result, employees think that organizations are taking extra advantage of them and thus impacting their commitment and retention (Nguru, 2018).

Job Characteristics (JC)

JC mean that nature of job activities that help an individual employee to determine their role in the company. It is also known as duties or features inherited in a particular job.

Previous studies provide fine dimensions of JC, namely, task identity, skill variety, task autonomy, task significance and feedback. Here, skill variety means that specific knowledge and skill required performing a specific job. Task identity refers to the employee's ability to perform a specific task that will result in identifiable outcomes.

While, task significance refers to the perception of employees about the importance of activity for organizations, employees and society. Task autonomy means that how much independence employees have to perform their job-related decisions. Lastly, feedback is related to the information given to employees about their job performance (Al-Tit & Suifan, 2015).

Job Characteristics (JC) and Employee Commitment (CM)

Past studies have reported a significant impact of job characteristics on organizational commitment. Scholars have reported that JC positively influence the organizational commitment of the employee.

Job characteristic is the structure of the job developed to provide regular feedback of the job to the employee for the completion of the task. Moreover, characteristics of a job are important for the completion of the job and monitor the behavior of the employee and gather increase in the personal control sense. Whereas, personal control is the belief of an individual that employee has the ability to change the direction as per desire. As mentioned in past literature, as there will be a rise in personal control of an employee, the bonding of the individual will rise as well with the organization. therefore, a highlighted sense of personal control has a positive outcome for the attitude of an employee. Moreover, characteristics of the job are the job attributes have emotional functions for employees. Its been revealed that commitment of employee will be influenced by JC. Characteristics of job like autonomy and variety are well established factors of organizational commitment (Obi-Nwosu, Chiamaka, & Tochukwu, 2013).

Gender acting as a moderator between Employee commitment (CM) and Organizational outcome (OC)

The relationship of gender has been studied widely in the past with CM and OC (Yahaya & Ebrahim, 2016). The current study has reviewed the past literature and studied gender as a moderator for commitment and outcome. The roles of females and males are different at work and at life in general. Gender is considered as the personal characteristic that has an impact on the perception of the employee towards the workplace and their reaction towards the organization as well. Additionally, gender has an impact on the relationship with other employees working together (Miao et al., 2009).

Past scholars compare the gender characteristic in the form of male or female employees. The involvement of male employees towards the workplace is more and deep as compared to the females who are involved equally as well. It's been reported that males of the working in the organization should be loyal and plays a significant role to achieve organizational success (Hanaysha, 2016). From the perspective of the organization, it's a general stereotype that males are more achievement oriented, independent, assertive, and competent. From the perspective of interpersonal, its general stereotype that women are relationship oriented, interdependent, sociable, and ward. Therefore, the involvement of males is more towards the organization and team as compare to females. This indicates that gender can be a moderator among OC and commitment of employee (Miao et al., 2009).

Following hypothesis are developed on the basis of above literature

H1: CO has significant relationship with CM

H2: CO has significant relationship with TO

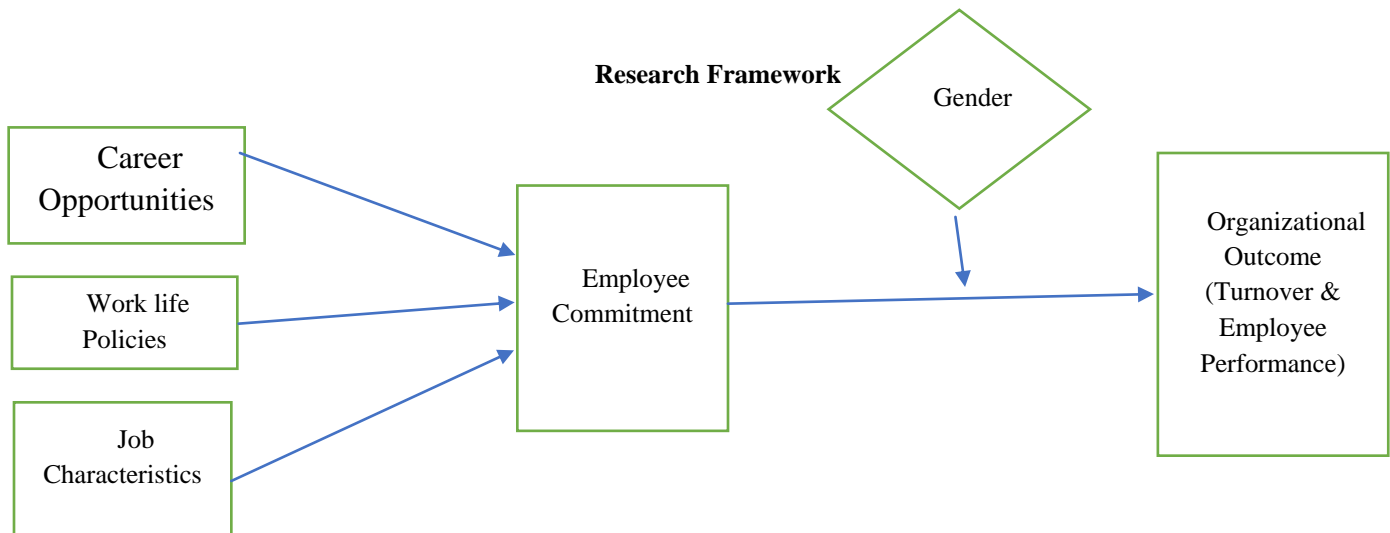
H3: CO has significant relationship with EMP

H4: WLP has significant relationship with CM

H5: WLP has significant relationship with TO

H6: WLP has significant relationship with EMP

- H7: JC has significant relationship with EMP
- H8: JC has significant relationship with CM
- H9: JC has significant relationship with TO
- H10: CM has significant impact on TO
- H11: CM has significant impact on EMP
- H12: CM mediates the relationship of CO and TO
- H13: CM mediates the relationship of WLP and TO
- H14: CM mediates the relationship of JC and TO
- H15: CM mediates the relationship of CO and EMP
- H16: CM mediates the relationship between WLP and EMP
- H17: CM mediates the relationship between JC and EMP
- H18: Gender moderates the relationship of CM and TO.
- H19: Gender Moderates between CM and EMP.



III. Methodology

The study employed Structural Equation Modeling to carry out statistical data analysis, which is a multivariate statistical technique to observe the structural relationships. Present study preferred SEM-PLS for its robustness as a research methodology. It is a second-generation technique to carry out statistical analysis. In addition, it can also perform statistical modeling and estimate complex phenomena. For this reason, it is a popular technique among researchers while conducting quantitative studies. SEM-PLS also allow researchers to determine advanced as well as complex theoretical models, with less interference of statistical techniques. On the other hand, like other Windows-based software, it is also a user-friendly software. Hair, Hult, Ringle, and Sarstedt (2016) also supported the aforementioned reasoning. SEM model involves reflective and formative constructs. The model aims to determine the existence of any relation between the constructs. Lately, EQS, LISREL, AMOS and other software have been used by researchers as tools to carry out these statistical analyses. The present study used PLS-SEM instead of CB-SEM because the former possesses distinctive methodological characteristics. Structural equation modeling is an integration of factor analysis and multiple regression analysis, which is

generally used to observe the structural relationship among the measured variables and the latent constructs. According to Hair, Anderson, Tatham, and William (1998), SEM-PLS is a preferred technique among researchers since it has the proficiency to simultaneously handle interrelated and multiple relationships at a specified time.

Afterwards, the sample size is estimated by calculating the total population. A table presented by Krejcie and Morgan (1970) was used to determine sample size. In view of Gay and Diehl (1992), a sample size selection greatly depends on the nature of the study, such as descriptive, correlational, or experimental study. After the sample size determination, data was collected using cluster sampling. The size of the total population was 22000. Therefore, 377 is chosen as the sample size for this study. During the process of data collection, 377 surveys were delivered, and a total of 269 valid and properly addressed questionnaires were obtained. The response rate was 71%, which is acceptable since the recommended range is 45-50 percent. Further process of evaluation was carried out with these surveys. The descriptive statistics have shown that out of total respondents, 198 were male respondents, and 71 were female respondents, having 43 years of average age. From all the respondents, 58 percent of them were associated with the operational department, for the last 10 years.

The items for the OC such as performance and TO were adopted from the studies Kraimer, Seibert, Wayne, Liden, and Bravo (2011) and Newman, Thanacoody, and Hui (2012). The scale for EC and gender were adopted from Curtis, Upchurch, and Severt (2009) and Selvaraj (2015). CO, WLP and JC scale was taken from Kraimer et al. (2011), Chemirmir, Musebe, and Nassiuma (2018), Piccolo and Colquitt (2006) respectively.

IV. Analysis

There are two models involve in the SEM-PLS modeling, 1) the measurement model, and 2) the structural model. Measurement model explains that if the association among measured variables support any theory, and the structural modeling determines if model constructs have any association with other constructs. Estimation of the measurement model is the initial step of PLS-SEM, commonly known as confirmatory factor analysis (CFA). The measurement of theoretical model against proposed model is compared under CFA. Confirmatory factor analysis is generally employed for observing how adequately model variables are observed. However, the results for CFA must coincide with the constructs' validity.

Table 1: Outer loadings

	CM	CO	EMP	GN	JC	TO	WLB
CM2	0.900						
CM3	0.880						
CM4	0.821						
CM5	0.904						
CM6	0.914						
CM7	0.835						
CO2		0.893					
CO3		0.899					
CO4		0.884					
CO5		0.914					

CO6		0.885					
EMP1			0.902				
EMP2			0.888				
EMP3			0.911				
EMP4			0.889				
GN1				0.880			
GN2				0.860			
GN4				0.922			
GN5				0.918			
GN6				0.924			
JC1					0.910		
JC10					0.879		
JC2					0.843		
JC3					0.903		
JC4					0.891		
JC5					0.910		
JC6					0.853		
JC7					0.819		
JC8					0.867		
JC9					0.880		
TO1						0.928	
TO2						0.923	
TO3						0.907	
TO4						0.892	
WLB2							0.927
WLB3							0.900
WLB4							0.881
WLB5							0.891
WLB6							0.840
CO1		0.887					

The average variance extracted is also determined to examine the discriminant validity by comparing the square roots of AVE to the correlations of latent variables. The square root value for each AVE must be greater than the highest squared correlation (Hair, Sarstedt, Hopkins, & G. Kuppelwieser, 2014). However, in the case of the present study, the obtained square root for AVE was consistent and in line with the given criterion. Thus, discriminant validity on the construct level is established. Furthermore, outer-loadings and cross-loadings also turned out similar. On the cross-loadings, the correlation (if any) among the construct items is determined. Table

2 shows the values for discriminant validity established between the constructs and variables. For analyzing model reliability, the internal consistency or reliability index is observed, which must exhibit value greater than 0.70 or above.

Table 2: Reliability

	Cronbach's Alpha	rho_A	CR	(AVE)
CM	0.939	0.941	0.952	0.768
CO	0.950	0.950	0.960	0.799
EMP	0.920	0.922	0.943	0.805
GN	0.942	0.944	0.956	0.812
JC	0.966	0.967	0.971	0.767
TO	0.933	0.934	0.952	0.833
WLB	0.933	0.935	0.949	0.789

The variables of the model are expected to exhibit strong correlation, as all items of the variables were dynamic in nature. Each element of the model was estimated using structural, formative, and reflective modeling. For the determination of discriminant validity, the study employed Fornell and Larcker (1982) criterion. It is the widely used criterion for assessing the degree to which a construct is found to be empirically different from other model constructs. Discriminant validity is designed to analyze the theoretical correlation between different concepts and also enables to calculate the extent that two concepts can overlap (Hair et al., 2014; Wong, 2013).

Table 3: Validity

	CM	CO	EMP	GN	JC	TO	WLB
CM	0.892						
CO	0.754	0.892					
EMP	0.732	0.781	0.907				
GN	0.701	0.723	0.712	0.901			
JC	0.719	0.780	0.721	0.725	0.876		
TO	0.708	0.684	0.701	0.717	0.727	0.908	
WLB	0.801	0.676	0.700	0.717	0.686	0.677	0.821

Afterwards, the structural model is determined by drawing structural paths among the model constructs. The model only used a single-headed arrow to show a structural association among the model constructs. Therefore, the structural paths between independent, moderating and dependent variables were observed to analyze the structural model. The model also analyzes if any relation exists between the constructs. In addition, it also estimates the indirect and direct effects of the variables involved in the model. On the other hand, measurement model shows the nature of association between constructs and their latent variables of the outer model. The structural model for this study is presented as follows:

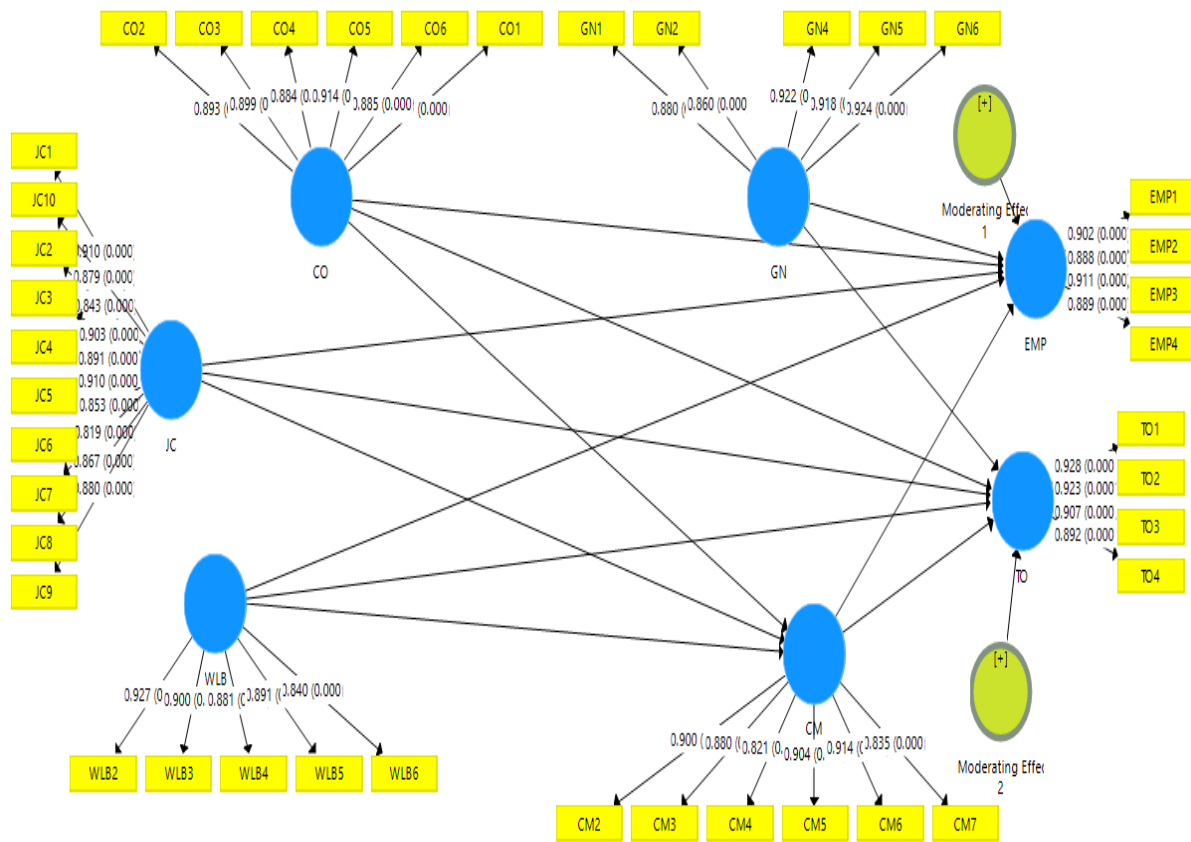


Figure 2: Structural model

For observing any indirect effects of variables, the moderation and mediation level is examined. To analyze relationship significance, the study performed bootstrapping analysis, using a number of 1000 of observations. Significant results were obtained at 5% level of significance for all hypotheses, the p-value also turned out to be significant. Thus, indicating the acceptance of all the proposed hypotheses, Significant moderation results were obtained for t and p values, i.e. $t > 1.96$ and $p < 0.05$, and thus, all hypothesis are accepted.

Table 4: Direct and Moderation results

	(O)	(M)	(STDEV)	T Statistics	P Values
CM -> EMP	0.163	0.170	0.196	3.833	0.000
CM -> TO	0.204	0.212	0.174	3.174	0.000
CO -> CM	0.180	0.178	0.109	4.655	0.000
CO -> EMP	0.012	0.012	0.136	4.085	0.000
CO -> TO	0.007	0.003	0.136	3.052	0.000
GN -> EMP	0.257	0.257	0.183	4.403	0.000
GN -> TO	0.227	0.224	0.166	3.370	0.000
JC -> CM	0.362	0.369	0.108	3.343	0.001
JC -> EMP	0.349	0.354	0.148	2.356	0.019
JC -> TO	0.436	0.442	0.148	2.949	0.003
Moderating Effect 1 ->	0.053	0.049	0.051	3.044	0.000

EMP					
Moderating Effect 2 -> TO	0.054	0.052	0.040	4.346	0.000
WLB -> CM	0.762	0.753	0.063	6.081	0.000
WLB -> EMP	0.223	0.218	0.178	4.253	0.000
WLB -> TO	0.202	0.202	0.156	3.296	0.000

Table 5: Mediation

	(O)	(M)	(STDEV)	T Statistics	P Values
CO -> CM -> EMP	0.029	0.033	0.046	3.644	0.000
JC -> CM -> EMP	0.059	0.064	0.078	3.756	0.000
WLB -> CM -> EMP	0.124	0.129	0.150	3.831	0.000
CO -> CM -> TO	0.037	0.039	0.043	3.861	0.000
JC -> CM -> TO	0.074	0.078	0.070	3.056	0.000
WLB -> CM -> TO	0.155	0.160	0.133	3.164	0.000

Furthermore, coefficient of determination or R_2 is also estimated to observe the variables' predictive power. The R_2 value ranges between 0 to 1, where R_2 value closer to 1 represents that dependent variable can be appropriately predicted by the independent variables or greater predictive relevance and vice versa. For this study, R_2 value turned out to be 52 percent, which indicates 52 percent variation in dependent variable is predictable from the independent variables, thus, indicating moderate level of variation.

Table 6: R-Square

	R Square
CM	0.813
EMP	0.531
TO	0.609

V. Conclusion

The main objective of the current study is to examine the role of human resource policy implementation in determine the Organizational Outcome in the manufacturing industry of Indonesia. The EMP and gender are examined as mediator and moderator respectively. The manufacturing industry of Indonesia, which is among the world largest industry is taken as a sample. There are a number of factors that contribute in the relationship of organization and commitment of employees.

There exists a number of models in which the outcome of work and organizational commitment relationships is mentioned. It's been reported that organizational commitment of employee is linked to a number of outcomes like engagement, loyalty of customer, employee retention, productivity and profit. Traditional research on HRM has focused on the impact of individual practices of Human resource whereas the strategic perspective focused on individual practices of human resource, most of the times considered as high-performance work systems

The HR policies that are attractive and supportive will play an important role to fulfil commitment with organization. for this reason, objective of the current study is to examine the impact of JC, WLP and CO as the predictor of *Organizational Outcome* with mediating role of EMP. The study has employed the SEM-PLS to achieve the research objectives of the current study. The findings of the study have provided support to the proposed hypothesis of the study. The findings of the study revealed the fact that less committed employees only try to complete their duties without focusing on organizational goals, as well as they are more concerned with their own success and goals. Moreover, less committed employees are not long-term citizens of organizations; they are just like outsiders who are concerned with personal benefits. Contrarily, committed employees considered themselves as an important part of the company as well as their benefits and risk all are associated with the organization. If the company is facing any threat, committed employees will react to that threat ambitiously.

The has discovered a inverse connection among commitment and job TO. Employees' degree of responsibility to an association may make them progressively qualified to get both extraneous and mental prizes related with enrollment. Associations esteem responsibility among their employees, which is commonly expected to lessen withdrawal practices like TO. In this way, TO might be expensive to the associations while duty is generally utilized as alluring abilities that may increment in employees. The study is among the pioneering studies on the issues related to Human resource implementation, and the *Organizational Outcome* in the manufacturing industry of Indonesia. The study will be helpful for the policymakers, and researchers in understanding the issues related Human resource implementation, and the OCs in the manufacturing industry of Indonesia.

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