Modelling the Link Between Developmental Human Resource Practices and Work Engagement: The Moderation Role of Service Climate

Article in Global Business Review - April 2019
DOI: 10.1177/0972150919837813

4 authors:

Umair Ahmed
Arab Open University - Bahrain
45 PUBLICATIONS 211 CITATIONS

Kabiru Maitama Kura
Universiti Teknologi Brunei
44 PUBLICATIONS 115 CITATIONS

Waheed Ali Umrani
Sukkur IBA University
48 PUBLICATIONS 75 CITATIONS

Munwar Hussain Pahi
Indus University, Karachi
26 PUBLICATIONS 59 CITATIONS

Some of the authors of this publication are also working on these related projects:

- o leadership have influence on the nursing commitment to service quality? View project
- Trickle-down effect of knowledge hiding in organizations View project
Modelling the Link Between Developmental Human Resource Practices and Work Engagement: The Moderation Role of Service Climate

Umair Ahmed
Kabiru Maitama Kura
Waheed Ali Umraní
Munwar Hussain Pahi

Abstract
The purpose of this article is to examine the relationship between developmental human resource (HR) practices and work engagement by focusing on the moderating role of service climate. Specifically, employee training opportunities, career developmental opportunities, and developmental performance appraisal were cast as the key dimensions of developmental HR practices. We used cross-sectional data with survey from 277 employees in six large banks in Pakistan. The results suggest that each of the dimensions of developmental HR practices was positively related to work engagement. Also, service climate was found to moderate the relationship between training opportunities and work engagement. Similarly, results showed that service climate moderated relationship between career developmental opportunities and work engagement. Regarding the practical implications, results suggest that policymakers should consider enriching HR factors by providing supportive environment, feedback and service climate to enhance employee engagement. In terms of originality, we contended that, to date, there is paucity of empirical study linking developmental HR practices to employees' work engagement. Hence, the present study addressed this gap by examining the relationship between developmental HR practices and work engagement, as well as the boundary condition on these relationships.

Keywords
Career development, human resource practices, performance appraisal, service climate, training opportunities, work engagement

1 Department of Business Administration, Arab Open University, Kingdom of Bahrain.
2 UTB School of Business, Universiti Teknologi Brunei, Jalan Tungku Link, Mukim Gadong A, Brunei Darussalam.
3 Department of Business Administration, Sukkur IBA University, Sukkur, Sindh, Pakistan.
4 Department of Business Administration & Commerce, Indus University, Karachi, Pakistan.

Corresponding author:
Kabiru Maitama Kura, UTB School of Business, Universiti Teknologi Brunei, Jalan Tungku Link, Mukim Gadong A, Brunei Darussalam.
E-mail: kabiru.kura@utb.edu.bn