

The Linkage Between Innovative Human Resource Practices and Perceived Organizational Support

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Abstract: This study attempts to investigate the relationship between innovative human resource practices and perceived organizational support among employees. The objectives of this research are to identify the level of innovative human resource practices (IHRP) among employees, to determine the level of perceived organizational support (POS) among employees and to study the relationship between innovative human resources practices (IHRP) and perceived organizational support (POS) among employees. Quantitative approach had been used in this study and a survey had been conducted among 382 employees from banking services sector companies in Kuala Lumpur with a response rate of 48.95%. Online survey had been employed in this study. The data collected had been analysed using descriptive analysis and correlation analysis. The result shows a medium level of IHRP and high level of POS. The result also shows that there is a significant relationship between innovative HR practices and perceived organizational support in this study.

Keywords: Innovative HR Practices, Perceived Organizational Support, Banking Sector

1. Introduction

In today's rapidly changing work environment, volatile jobs and frequent mergers and acquisitions result in a lack of trust and concern about the mutual well-being between employees and employers. Perceived organizational support (POS) has been regarded an essential concept to understand both attitudes and behaviors of employee based on the support organization give to them. Nowadays, employees are actively concerned about the various forms of treatment that given by the organization. Employee might perceived different organizational practices in an organization and thus is very important because it could shape the behavior and work attitudes of an employee (Waseem, 2010).

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Human resource management plays a crucial role in developing and sustaining the exchange relationship between the employees and the organization (Tsui *et al*, 1997). Existing work provides some insight in identifying appropriate human resource practices and highlights the relative importance of these practices. Human resource practices are important in enhance higher levels of POS, conversely, lead to positive attitudes and behaviors of employees through the work. However, effective human resource management (HRM) is not just about implementing a set of standard practices. New and better human resource practices need to be further developed and implemented in order to remain competitiveness. Previous literature indicates that changes in the business setting have a remarkable changes in human resource management (Agarwala, 2003). This research intends to study the impact of innovative human resources practice (IHRP) towards perceived organizational support (POS) among employees

1.1 Research Background

Based on the Eleventh Malaysia Plan (2016-2020), under the guidance of various service subsector frameworks including the Service Sector Blueprint, the service sector will continue to be the main driver of Malaysia's economic growth. In this regard, the initiative will aim to increase the competitiveness and production capabilities of the service sector and create high-paying jobs. As such, it will continue to intensify the efforts by focusing on knowledge-intensive services and increasing productivity. Human resource capacity will be a key issue in shaping the performance of the service sector. Hence, by developing skilled human capital, the efforts to promote knowledge-intensive services will be strengthened.

The initiative through keeping and giving support to employees enables the organization to become successful in the present competitive business environment. For most organizations, employees (especially in service-based organizations) are considered one of the most important assets because of the benefits of successful performance (Colakoglu, Culha, and Atay, 2010). Managing human is important to stimulus the progression and expansion of the organization. Excellent leadership, relevant human resource (HR) practices, good working conditions and fair treatment are the driven factors that strongly influence POS. By providing employees with support policies and human resource practices, organizations can improve POS. Although research has consistently shown that these factors are highly correlated with POS, several articles have been written specifically for organizations on the improvement of POS methods (Eisenberger & Stinglhamber, 2011). Therefore, it is important for organizations to understand human resource practices that can influence and enhance employee POS.

1.2 Problem Statement

Malaysia has been classified as the front second among the Southeast Asia Countries of unhappiest workforce (Hicks, 2016). When Malaysian workers are dissatisfied with working conditions, they tend to remain silent (Lopez, 2015). Otherwise, if employees are not satisfied, they will decide to quit and leave the organization (Hooi, 2016). According to the Jobstreet's survey, among the 74% of respondents who were dissatisfied with their jobs, 57% planned to leave their jobs in less than a year. About 32% of these dissatisfied employees plan to quit in the next 3 years. ("More Malaysians Dissatisfied at Work", 2015).

Ang (2016) reported that 72% of employers in Malaysia know about the significance of managing benefits and support. Nevertheless, 70% of the group of human resources (HR) in Malaysia stated that due to the limited decision-making power granted by management, they encountered challenges in defining welfare strategies to meet the employee's desires. The management did not developed a clear strategy for HR teams to effectively monitor the benefit plans. According to the Jobstreet's Survey, majority 71% of workers are very disappointed due to deficient leadership and management quality in companies ("More Malaysians Dissatisfied at Work", 2015). However, it is still not clear how HRM affect employee perception towards support give to them.

The services sector contributed a strong increased 6.1 per cent with RM459.4 billion of revenue to the Malaysia's fourth quarter gross domestic product (GDP) in 2019. According to the 11th Malaysia Plan (2016-2020), services sector has continued to be the main driver of economic development and expected to expand 6.8 per cent per annum and contribute 56.5 per cent to gross domestic product (GDP) in 2020, and provide 9.3 million jobs opportunities (MIDA, 2020). Hence, the growth shows that the service sectors is very important and bring a big influence to Malaysia's economy.

There are lack of studies been conducted on the relationship between Innovative human resource practices (IHRP) and perceived organizational support (POS) from Malaysia perspective. Most of researches are focused on identifying the factors of POS and HRM Practices. Thus, it is important to examine how the innovative HR practices could increase the level of perceived organizational support (POS) among employees.

1.3 Research Questions

- (i) What is the level of innovative human resource practices (IHRP) among employees?
- (ii) What is the level of perceived organizational support (POS) among employees?
- (iii) What is the relationship between innovative human resource practices (IHRP) and perceived organizational support (POS) among employees?

1.4 Research Objective

- (i) To determine the level of innovative human resource practices (IHRP) among employees.
- (ii) To determine the level of perceived organizational support (POS) among employees.
- (iii) To investigate the relationship between innovative human resource practices (IHRP) and perceived organizational support (POS) among employees.

1.5 Scope of a Study

This study had focused on the impact of Innovative Human Resource Practices towards Perceived Organization Support among employees. The data collection had been conducted in the banking services sector in Kuala Lumpur, Malaysia. The respondent of this study were the employees from banking service sector.

1.6 Significance of a Study

This study is imperative to discover the impact of innovative HR practice towards affecting perceived organizational support (POS) among employees of service sector. This research attempts to dissect the effect of POS to improve understanding of innovative human resource practices in efficiency in service sector. This research is important to employee in service sector as it shows factors (innovative human resource practices) that may truly influence the perceived organizational support (POS) of employee to organization commitment. The significance of this study is to understand how innovative human resource practices might assist the organization by indicating how supportive the organization are towards the employees. Thus, it is absolutely necessary for employer to understanding employee's perceived organization support will be affected by innovative human resource practices. The good or bad towards the innovative human resource practice will directly affect the employee's contribution to their job.

2. Literature Review

This section will discusses the concept and summarized the literature of review of key point that related to the topic of this study which is IHRP and POS among employees.

2.1 Perceived Organizational Support

Perceived Organizational Support (POS) is one of the key factors that lead a business to survive in global changing business environment. POS had defined as a whole degree in which employee believe that their well-being and contributions will be appreciated and recognized by their organization (Eisenberger, Huntington, Hutchison, and Sowa, 1986). This shows how employees believe in how the organization will treat them. Eisenberger *et al.* (1986) also mentioned POS emphasizes that employees shows a dedication to the work is based on the belief that the organization cares about them. Besides that, Rhoades and Eisenberger (2002) explained POS as a way that the organization ensures that assistance is immediately available when support is needed to perform the job effectively or to address stressful situations.

(a) Theory of Organizational Support

According to Eisenberger *et al.* (1986), organizational support theory (OST) assume that employees produce a general perception of the organization's gratefulness of their contribution and apprehensions for their well-being. The perceived organizational support (POS) is expected to increase employees' felt responsibility to assist the organization to accomplish its mission, to perform better and be rewarded as well as more emotionally attached to the organization. POS would stemmed in outcomes such as increase the extra-role and in-role performance increases. Thus, it is expected that behaviour such as turnover and absenteeism will also be decreased.

(b) Theory of Social Exchange Theory

The concept of social exchange is further expanded to explain the relationship between employees and organization. POS is considered an important part of the social exchange relationship between employees and employers (Eisenberger, 1986). Social exchange theory, in which employment is considered as the loyalty and effort of employees to obtain social resources and tangible benefits from the organization (Cropanzano & Mitchell, 2005). POS should apply the principle of reciprocity, so that people are obligated to help the organization, and comply with and appreciate the expectation of improving performance on behalf of the organization. As a result, it is believed that employees with higher POS will work harder, thus increasing workload in roles and additional role performance, which might be valuable to the organization. Employees seek balance with the organization by developing beneficial behaviors and attitudes, which are in line with POS's commitment to emotional organization. Thus, it was found that the perceived obligation due to POS has a relationship with affective organizational commitment (Eisenberger *et al.* 2001).

2.2 Innovative HR Practices

Innovation can be categorized as a unique kind of change. Although change can be defined as any modification into any structure, process or outputs of an organization, any change that are new for a particular organization can be termed as innovation. The past study regards innovative HR practices as new concepts, programmes or practices related with the human resource function (Joy & Chiramel, 2016). The changing in the economic needs have put pressure on human resource function to show how it adds value to the company's long term survival. A number of theoretical frameworks have criticized the significance of HR function to organizational survival because it is considered as administrative and reactive in nature (Lundy, 1994).

(a) Training and Development

Training defined as a learning process that involves the acquisition of knowledge, concepts and skills to improve employees' performance (Byars, 2004). It also defined as the process of learning the sequence of programmed behaviors, applying knowledge and giving awareness to employees about the rules and procedures to guide their behavior. Training and development is a way that implemented by

organization to enables a greater operational efficiency in the organizations (Ray & Goppelt, 2011). Training and development is one of the innovative practices to which digitalization brings a new face of transformation. Under traditional HRM, employees were provided with less training and development opportunities (Tripathi & Kushwaha, 2017)

(b) Career Development

Career development is considered a process that involves a continuous level of learning and improvement in terms of career and individual skills that provokes career progress and revolution and increased opportunities. Career development also an opportunity to meet the growth needs of employees that help employees develop human potential. Tan (2008) claims that organizations generally give related amount and value career development practices are signaling to subordinate likeliness to build up skilled workers to grow together with the organization's business. Huselid (1995) advised that evaluative human resource practices that hold practices of career development might enhance organization's current and potential employee's knowledge, skills and the abilities of and retain the quality staff in an organization

(c) Performance Appraisal

Performance appraisal refers to the formal system in human resource practice used to study and evaluate the performance of individuals or teams (Mondy, 2010). Performance appraisal is the process by which an organization evaluates employee performance. It can provide feedback on employee performance and evaluate when improvements are needed. Performance appraisal enhances employee motivation to participate in innovative activities (Jiménez & Valle, 2005). The performance appraisal process determines what employers expect from their employees and their actual employment. Performance appraisal can help employees develop new ways of working or find ways to remove barriers that prevent them from achieving similar performance.

2.3 Previous Studies on the Relationship between IHRP and POS

Joy and Chiramel (2016) confirmed that IHRP have a positive influence on POS. Al-Hawary & Nusair (2017) indicates result shows that strategic human resource such as human resources planning, selection and appointment, training and development, rewards and motivation, and performance appraisal had positively significant on employees POS. A study conducted by Agarwala (2003) showed that the perception of IHRP shown by the organizations was the most key predictor of organizational commitment.

A past study conducted by Mayes *et al.* (2017) shown that training, compensation practices, as well as hiring practices, will anticipate POS. Besides that, Narang and Singh (2011) carried out a study and indicated that all the HR practices such as career development, compensation and selection, staffing and supervisor support have a strong correlation with POS.

Based on the study conducted by Waseem (2010) shown that satisfaction towards salary, supervisor support given by the supervisor and opportunities for career development are all positively associated with POS. Shore and Wyne (1997) stated that organizations that provide relevant training have a positive influence on the POS of employees. Wayne *et al.* (1997) also confirmed that development experience and promotion have a positive effect on employee perceptions towards support given by the organizational. Likewise, Meyer and Smith (2000) found that career development has an association with organizational support. Besides, HR practices influence employee' beliefs and create higher POS by providing enough growth opportunities to achieve their personal development needs. Rhoades and Eisenberger(2002) recommended that giving related career development prospect shows that organizations are very concerned about their employees and are aware of their importance and contribution. Thus, it is hypothesized that there is a positive relationship between IHRP and POS.

2.4 Theoretical Framework

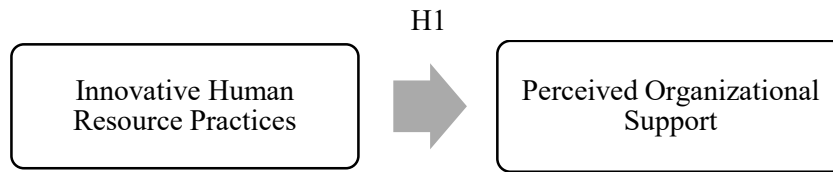


Figure 1: Theoretical framework of the research

Based on the literature study conducted above, the theoretical framework for IHRP and POS was proposed in Figure 1. The model proposes that IHRP positively related to POS.

3. Research Methodology

The methodology of this study included design of the research, population and sampling, the data collection methods, the development of research instrument, reliability and validity analysis, pilot test, data analysis and summary.

3.1 Research Design

This research had been conducted using quantitative research method to identify the relationship between both employees' POS with IHRP. The study had been categorized as quantitative research. It is because the data for each of the variable was collected and obtained through the questionnaire and the information sources were also get from past journal and article. This type of research generate valid market information through the use of relevant numbers and values.

3.2 Population and Sampling

(a) Sampling Method

The sampling method used to carry out of this research was non-probability sampling. Through this sampling method, convenience sampling are adopted due to the accessibility and ease in collecting data and information by using least time and cost.

(b) Population Design

The total number of employees in the Malaysia banking services sector has been targeted in the study. According to annual report from The Association of Banks Malaysia, figure out the total number of employees who work in commercial bank in Malaysia is about 101,123 persons as the year 2018 (The Association of Banks in Malaysia, 2018). However, because of limited time and budget constraints, this study will only focus on employees who work in commercial banks that are located in Kuala Lumpur.

(c) Sampling Size

From the study, the targeted population was 101,123 of banking service sector employees in Malaysia. Based on table of determining sample size for the given population derived from Krejcie and Morgan (1970), the sample size for the study is 382. Therefore, a total of 382 questionnaires were distributed to banking service employees in Kuala Lumpur areas.

3.3 Data Collection

(a) Primary Data

The primary data for this study was collected by distributing questionnaire. Questionnaire considered as an easier, more efficient and cheaper way compared to other methods for data collection process throughout a large volume of respondent. In this study, questionnaires from the past researchers were adopted. Online survey were conducted among workers from banking service companies located in Kuala Lumpur. Online survey questionnaires had been distributed by using email, WhatsApp and Facebook Messenger.

(b) Secondary Data

The sources of secondary data that used in the research included online books, journals and articles. Academic journals were the main source of secondary data in the study because it has higher preciseness. Most of the academic journals was obtained from online academic databases included Research Gate, Science Direct, Emerald, Scopus, Google Scholar and others.

3.4 Research Instrument

This study used questionnaire techniques as the main data collection instrument to achieve the objective of the study.

(a) Questionnaire Survey

The questionnaire of the study consists of three sections. Section A were consist of background information of the respondents while Section B consists of questions that related to the innovative human resource practices proposed by Agarwala (2003). Section C consists of questions that related to perceived organizational support and measured using Rhoades and Eisenberger's (2002) eight-item scale. All items of the IHRP and POS had been assessed using a five-point Likert scale.

3.5 Reliability and Validity

The reliability test is important in the survey research study. Reliability test implemented to examine the measurement's consistency and reliability (Sekaran and Bouige, 2010). Cronbach's alpha (α) is the most familiar testing of internal consistency reliability. Cronbach's Alpha test had been chosen to test the reliability of coefficients. The internal consistency reliability will be excellent when the coefficient alpha is equal and more than 0.9, whereas when the value is less than 0.5, means that the consistency reliability is unacceptable. Table 1 demonstrations the reliability coefficient of the Cronbach's Alpha.

Table 1: Cronbach's alpha (George & Mallery, 2003)

Cranbach's Alpha	Level of Reliability
$\alpha \geq 0.9$	Excellent
$0.8 \leq \alpha < 0.9$	Good
$0.7 \leq \alpha < 0.8$	Acceptable
$0.6 \leq \alpha < 0.7$	Questionable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

3.6 Pilot Test

The pilot study was conducted among 30 peoples before start for secondary data collection. The respondents had been selected randomly to answer the questionnaire to identify whether they have any problem or difficulty in fill up the questionnaire. The improvements had been carry out on the questionnaires based on the comments or feedbacks from the respondents.

3.7 Data Analysis

There are two types of analysis method in this study which include descriptive analysis and correlation analysis. The descriptive analysis used to describes frequency, percentage, mean and standard deviation of the data obtained from the respondents. The correlation analysis used as the statistical tool to study the relationship between IHRP and POS of the study.

(a) Descriptive Analysis

Descriptive analysis is used to see frequency, percentage, mean and standard deviation in the study. The descriptive statistics transformed into the form of frequency and percentage distribution which described the respondents' characteristics. Besides that, the measurement of descriptive statistics of independent variable(IV) and dependent variable (DV) measured by mean and also standard deviation (σ). The mean is the most familiar in measure of central tendency. The mean score analysis method is dividing into three levels which are low, medium and high.

(b) Correlation Analysis

Correlation analysis is used to determine the correlation of the two variables. Spearman or Pearson's correlation coefficient (r) was a statistical measure shows the direction, strength and importance of the relationship between two variables. This research aims to measure the relationship between innovative human resources practices and perceived organizational support.

4. Results and Discussion

This section discusses the findings and analysis of data that collected from the questionnaire which were obtained from the respondents in this study. This discussion of the findings were also been included in this section

4.1 Return Rate

A total of 382 questionnaires were distributed and a total of 187 sets of questionnaires were returned back which reflect the response rate of 48.95%.

4.2 Reliability Analysis

(a) Pilot Test

Table 2: Pilot test

Variable	Cronbach's Alpha	N-Items in Scale	N- Respondents
Innovative Human Resource Practices	0.824	12	30
Perceived Organizational Support	0.893	8	30

Table 2 shows the reliability of pilot test for this research. Cronbach's Alpha value of innovative human resource practices is 0.824 while value of perceived organizational support is 0.893. The

Cronbach's Alpha value of both variables was considered good. Thus, the result was reliable and can be accepted.

(b) Reliability Test for Actual Study

Table 3 : Reliability test

Variable	Cronbach's Alpha	N-Items in Scale	N-Respondents
Innovative Human Resource Practices	0.798	12	187
Perceived Organizational Support	0.877	8	187
Total	0.847	20	187

Table 3 indicates the actual reliability test of this research. The Cronbach's Alpha value for innovative human resource practices is 0.798 while the Cronbach's Alpha value for perceived organizational support is 0.877 which reflect acceptable reliability.

4.3 Demographic Background

Table 4: Demographic analysis

		Frequency	Percentage (%)
Gender	Male	82	43.9
	Female	105	56.1
Age	20 years old and below	7	3.7
	21-30 years old	57	30.5
	31-40 years old	71	38.0
	41-50 years old	38	20.3
	51-60 years old	12	6.4
	61 years old and above	2	1.1
Race	Malay	91	48.7
	Chinese	71	38
	Indian	25	13.4
Educational Level	SPM	8	4.3
	STPM/Diploma/Matriculation	47	25.1
	Bachelor's Degree	108	57.8
	Master's Degree	24	12.8
Number of years working in banking service industry	Less than 1 year	10	5.3
	1-3 years	48	25.7
	4-6 years	41	21.9
	7-9 years	60	32.1

	More than 9 years	28	15.0
Monthly Salary	Less than RM1,999	13	7.0
	RM2,000-RM2,999	67	35.8
	RM3,000-RM3,999	72	38.5
	More than RM4,000	35	18.7

Table 4 shows that the majority respondents for this research consist of female (56.1%), age between 31 to 40 years old (38%), Malay (48.7%), possess a Bachelor's Degree (57.8%), have 7 to 9 years of working experience in banking service industry and with a monthly salary between RM3,000 to RM3,999 per month.

4.4 Descriptive Analysis

(a) Innovative Human Resource Practices

Table 5 : Innovative human resource practices

	Mean	Std. Deviation	Level
My organization provide job relevant training.	4.0535	0.32350	High
My organization facilitate transfer of training to actual job performance.	3.4385	0.68014	Medium
My organization provide cross functional training.	3.0481	0.58918	Medium
My organization link management development to individual needs.	3.0107	0.76193	Medium
My organization link management development to organizational objectives.	3.8396	0.43495	High
My organization use innovative management development methods such as stress management programmes and leadership training.	3.0802	0.67121	Medium
My organization develop career paths for their employees.	3.7273	0.58241	High
My organization provide mentors to employees.	3.9679	0.38666	High
My organization provide participative career plans.	3.4545	0.66544	Medium
My organization use participative appraisals.	3.7166	0.59559	High
My organization open appraisals to increase transparency.	3.1123	0.76426	Medium
My organization give appraisal feedback.	3.9840	0.36626	High
Total average score	3.5361	0.56846	Medium

Based on Table 5, questions that related to innovative HR practices received the highest mean by 4.0535 which indicate that the respondents agreed their organization provide job relevant training. The lowest mean of innovative hr practices question is my organization link management development to individual needs with the mean score of 3.0107. In overall, innovative HR practices had a mean of 3.5361 and standard deviation of 0.56846 which reflect a medium level.

*(b) Perceived Organizational Support***Table 6: Perceived organizational support**

	Mean	Std. Deviation	Level
My organization values my contribution to its well-being.	3.9091	0.59322	High
My organization appreciate any extra effort from me.	3.8984	0.72241	High
My organization did not ignore any complaint from me.	3.8824	0.70867	High
My organization really cares about my well-being.	3.9037	0.62333	High
Even if I did the best job possible, the organization wouldn't fail to notice.	3.7487	0.70782	High
My organization cares about my general satisfaction at work.	3.9412	0.64070	High
My organization did not shows very little concern for me.	3.7219	0.71670	High
My organization takes pride in my accomplishments at work.	3.8021	0.63787	High
Total average score	3.8509	0.66884	High

Based on Table 6, POS received the highest mean at 3.9412 which means that the respondents agreed about their organization cares about their general satisfaction at work. The lowest mean of POS is 3.7219 is my organization did not shows very little concern for me. In overall, perceived organizational support had a mean of 3.8509 and standard deviation of 0.66884 which belong to high central tendency range.

4.5 Normality Test

Table 7 : Test of normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Innovative Human Resource Practices	.111	187	.000	.975	187	.002
Perceived Organizational Support	.220	187	.000	.833	187	.000

a. Lilliefors Significance Correction

Table 7 indicated each of the elements of its significance level under kolmogorov-smirnov and Shapiro-wilk. The results shows innovative human resource practices and perceived organizational support variable significant value is $p < 0.05$ which indicates that the data is not normal.

4.6 Correlation Analysis

Table 8 : Correlation analysis between innovative human resource practices and perceived organizational support

		Innovative human resource practices	Perceived organizational support
Innovative human resource practices	Correlation Coefficient	1.000	.407**
	Sig. (2 tailed)	.	.000

		N	187	187
Spearman's rho	Perceived organizational support	Correlation	.407**	1.000
		Coefficient		
		Sig. (2 tailed)	.000	.
		N	187	187

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

Table 8 shows the correlation analysis between innovative human resource practices and perceived organizational support. The result illustrates that the Spearman's rho correlation coefficient at $p=0.407$ with significant value $p<0.01$. It can show that IHRP has a positive and low relationship with POS. This indicated that the hypothesis of this study was accepted with IHRP is positive related to POS.

4.7 Discussion on findings

(a) Research Objective 1

Based on the findings that had been examined, it shows that innovative HR practices was considered as moderate. Total mean score for innovative HR practices is 3.5361. This shows that company in banking sector focused on training and development, career development and performance appraisal in their HR practices.

This study was consistent with previous study indicated that there are many organizations invest a lot in training and development practices to enhance knowledges and skills of employees to meet their works need, at the same time meet organization's goal (Lee *et al*, 2015). Besides that, most of the organization views career development as long-term activity and also employee's progress, develop, learn and set goals to achieve a predetermined and personally desired future. The knowledge gained throughout career development can help employees to have a better decision making, develop advanced career plans and better coordinate life and works. In addition, organizations always contribute to their employees' growth and development in order to ensure the available experienced workers when needed (Costen & Salazar, 2011). Furthermore, other study also shows that most of the organization with performance appraisal will enhance the performance level of employees. This is because the valuable feedback or guidance from the organization will let employees to realize of their weaknesses, thus employees can take necessary step to improve of their performance (Johari *et al*, 2012).

(b) Research Objective 2

Based on the findings that had been examined, it shows that perceived organizational support was considered as high. Total mean score for perceived organizational support is 3.8509. Thus, this reflect that employees in banking sector belief that their organization value their contribution and care about their well-being (Eisenberger *et al.*, 1986).

This study was consistent with previous studies conducted by Aselage and Eisenberger (2003) indicates that the stronger the level of perceived organizational support is, the higher the responsibility for achieving organizational goals are. Namely, employees who perceived high level of support from organization, will work harder to assist their organization to achieve its objective and goals. According to Eisenberger *et al.* (1986), the more the effort the employees will invest in the organization when the employees perceived that their organization considers their expectations. POS strengthens the employees' effort in the organization, thus making greater efforts in helping organization to achieve the goals. Employees with a higher POS stage are more willing to pay back the organization through a positive attitude and auspicious work performance. Based on the norm of reciprocity, POS believes that employees who believe they are well-supported by the organization will usually exhibit better behavior outside of their role to pay for themselves, as they believe they have an obligation to care for the organization helping to create an organization through a positive attitude organizational goals and behaviors (Eisenberger *et al.*, 1986; Shore & Wayne, 1993).

(c) Research Objective 3

Based on the correlation analysis that has been conducted, the correlation coefficient value of 0.407 indicates there is a positive and low correlation between IHRP and POS.

Eisenberger *et al* (1986) proposed that organizational support that demonstrates organizational concern to their employees and recognition of the employee contribution, it is usually the outcomes of different variables. To treat their employees better, most organizations put focus on HR practices. This research proven that employee perceptions of innovative HR practices are significant contributor to their POS assessment. In combination, the correlation results supported the hypothesis of the study, the relationship between IHRP and POS was positively significant.

This study was consistent with the previous study by Joy and Chiramel (2016), in which they found that innovative HR practices is having a positive impact on job and well-being dimension of perceived organizational support. The others studies also proven that the desirable benefit and treatment by organization members could improve the employee's view that the firm is totally oriented towards them. Employee attribute characteristics of humanlike to firms and view colleagues as agents of the organizations, individuals attribute role related behaviors taken by these agents of the organization to the organization itself (Eisenberger *et al.*, 1986).

Besides, HR practices influence employee' beliefs and create higher POS by providing enough growth opportunities to achieve their personal development needs. Providing relevant career development opportunities shows that organizations are very concerned about their employees and are aware of their importance and contribution (Rhoades and Eisenberger, 2002).

Moreover, Shore and Wyne (1997) concluded that organizations that provide relevant training have a positive impact on employee POS. Wayne *et al.* (1997) found that development experience and promotion have a significant positive effect on employee perceptions of organizational support. Similarly, Meyer and Smith (2000) also found that career development has a positive correlation with organizational support. Based on the above evidence, when employees believe in career development opportunities in the organization, higher levels of POS can be produced.

5. Conclusion

In conclusion, the results of this study are in line with previous studies, which show that IHRP affects employee POS. In short, this research supports the hypothesis that there is a significant positive relationship between IHRP and POS among employee in banking sector. This study could become fundamental and used as a guideline for the organization based on the findings to strengthen their view and understanding on how innovative human resource practices affect perceived organizational support by employees. Therefore, this help organization to identify employee's views and opinions in order to enhance company's performance.

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