

# Effect of Human Resource Management Practices on Mobilization Behavior Mediating Role of Procedural Justice

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**Abstract:** The goal of this research was to determine the effect of HRM practices and the mediating role of Procedural justice on the mobilization behaviors of employees in the manufacturing sector. This study considered HRM practices those linked to human resources development of skills, evaluation and feedback on performance and information sharing. The study has descriptive-quantitative nature, using a structured questionnaire with 29 questions, carried through a random sample of 100 organizational employees. This study applied descriptive statistics and SEM techniques for the analysis of causal relationships. The results revealed that the hypothesis concerning the direct influence of competence development practices was confirmed, however, feedback on performance and information sharing had a positive effect on the behaviors. Similarly, the perception of procedural justice as a mediator in the information sharing practice, assessment and feedback on performance and Information sharing revealed significant influence on behavior, it was fully confirmed. These results indicate that mobilizing HRM practices may stimulate the adoption of positive behaviors by the employees of organization, but, however, may not be sufficient to improve them, if not also implemented practices of justice in which employees could develop feelings of deep emotional links to the institution and, consequently, improve relationships, motivation and collective performance.

**Keywords:** Mobilization, behavior, HRM, Procedural justice.

## 1 Introduction

Supplying the new management concepts place human resources management at the strategic center, positioning people as the most relevant strategic factor for achieving organizational success [1]. Effective human resource management (HRM) practices have a great impact on individual performance, leading to significant outcomes for organizations, whether they are public or private [2]. The behaviors of employees that go beyond their designated roles, such as innovation and discretionary actions, play a vital role in creating a highly successful and productive organization [3]. However, the occurrence of such behaviors depends on an adequate work environment, promoted by people's perception of the organizational support received, trust in bosses and co-workers and feelings of internal justice, thus reflecting on the power to act and affective commitment to the organization [4].

The effectiveness of strategic decisions and their influence on achieving organizational objectives and results are strongly correlated with the competence of the current employees. This connection is primarily established through the human resources management system, which encompasses various factors (development of skills, information sharing, evaluation, and feedback on performance, among others) [5]. In this way, the new theories of human resource management demonstrate that people are the most important competitive and strategic resource of organizations. As opposed to traditional personnel management, historically based on a bureaucratic and rigid model of organization, human resource management is progressively giving way to its integration with the organization's strategy, considering that success is based on the ability to mobilize the human resources [6]. Thus, in addition to aligning people with the organizational strategy, the new human resources management model strives to align the organizational strategy with people, through actions that encourage the promotion of a psychologically healthy environment, which promotes good mobilization behaviors [7].

In the context of manufacturing organizations, a range of challenges has impacted both organizational outcomes and the effectiveness of services delivered to customers [8]. According to [7], the challenges mentioned above can be interpreted as a repetitive and fundamental problem in organizations, stemming from administrative and financial issues. These challenges impact the employees directly involved in the daily operations of these institutions, leading to a lack of motivation. Employees manifest in various ways, including unfavorable working

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conditions, resulting in psychological distress, excessive workload and responsibilities, limited opportunities for professional growth, the scarce incentive to professional development, salary flattening, authoritarian work relations and the absence of mobilizing personnel policies [9].

Thus, consequences arising from the lack of intervention by human resource management systems in search of more effective solutions to such problems have led to difficulties in retaining workers in this sector [10]. The rise in occupational risks and stress has led to a noted outcome in developing countries. Specifically, Manufacturing employees have experienced one of the highest rates of sick leave compared to workers in other fields. This phenomenon has been primarily attributed to work-related stress, the prevalence of burnout syndrome, and musculoskeletal injuries [11]. These perceptions are little considered in the official management and activity indicators of this group of institutions, in which financial and productivity aspects are highlighted. Those indicators linked to human resource management, such as absenteeism rate, staff turnover (turnover), work-related illnesses, among others, that may show the relationship between management practices and the degree of mobilization of employees, are little studied [12].

Recent studies such as that by Salas-Vallina et al., [13] have demonstrated that human resources practices adopted in manufacturing organizations are only effective if mediated by workers' perception of social exchange mechanisms, such as perception of justice. Thus, given the aspects addressed, it is considered relevant to carry out studies that investigate such situations not explored through official indicators. Studies that evaluate human resource management practices that favor the psychological conditions and good mobilization behaviors of employees would be of great importance compared to traditional HRM practices that only consider quantitative [14]. Therefore, the main objective of this research was to examine the influence of HRM practices on the mobilization behaviors of employees through the mediating role of procedural justice.

## 2 Literature Review

### 2.1 Mobilization

In recent years, several studies have been carried out involving concepts and aspects linked to the theoretical model of human resource mobilization [15]. Bajwa, [16] evaluated, the influence of the perception of some Human Resource Management (HRM) practices on mobilization behaviors, through social exchange processes. In this study, authors highlighted the fundamental role of the social relationship between employees and their respective superiors in mobilization behaviors, mediated by the perception of organizational support and affective commitment [17].

Rogers et al., [18] contested the idea that the individualization of HRM would lead to individualism, the destruction of work relations and concluded that collective mobilization is built by three major discretionary behaviors: (a) sociability, (b) cooperation, (c) inter comprehension. This author proposed a gradual scale of mobilization and demobilization behaviors. Similarly, [19] demonstrated that HRM practices centered on communication, merit pay and management quality can reinforce the perception of support and recognition in the retention of young professionals. For them, support and recognition are perceived as separate constructions, both influenced by HRM practices, and the perception of external prestige play as important a role as the characteristics of the work environment.

Further, Muhammad & Farooq, [20] studied the effects of HR mobilization on performance indicators and showed the positive relationships of mobilization processes on performance. [21] found that discretionary behaviors are more strongly mobilized when employees have a high level of affective attachment to the organization. In addition, they demonstrated that the perception of a high level of self-sufficiency, influence at work and the possibility of using skills has a strong positive influence on mobilization, as well as the role of non-monetary rewards and procedural justice practices in commitment. affective and motivation for mobilization.

### 2.2 Human resource management practices

#### 2.2.1 Competency development and management practices

Competency development and management practices refer to the development of employees' knowledge and skills, necessary for effective work performance [22]. It is up to organizations to provide means for offering opportunities for optimizing skills, since, in their absence, an employee would not be able to carry out his work correctly, making it difficult, therefore, for his alignment with the decisions taken and his commitment to fulfill

them [23]. Atmaja et al., [24], stated that an organization that offers training and development possibilities to its employees contributes to the evolution of their knowledge, to their evaluation and competitiveness, as well as how they can improve the quality of their work. In this way, once the employees' skills are developed, one of the assumptions or minimum conditions for optimizing mobilization behaviors in a given organization is satisfied [25]. Empirical studies showed the positive influence of Competency development practices on mobilization behaviors [26], [27].

### *2.2.2 Information sharing practices.*

Information sharing practices refer to the organizational processes of diffusion and bidirectional receipt of information that transits through the organization, be they operational, strategic, informal and symbolic, originating both in the highest levels of the hierarchy (top-down) and at the bottom of it (bottom-up) [28]. These practices acquire fundamental importance in mobilization behaviors, since, through them, there is transmission and clarification to employees, by the organization, of their expected performance requirements, generating, with this, a greater commitment on their part [29]. Oktavianus et al., [30] stated, regarding due to disseminating information employee will mobilize his skills and commit to his work because he effectively understands what is expected of him. If employees clearly understand what they have to do, how, when they should do it and why they should do it, they will act in the interests of the organization. This time, on the part of the employees, the feeling that they are heard and that their opinions, concerns and recommendations are important for the organization's growth begins to increase, realizing an organizational willingness to consider it and to respond to it properly [31]. Empirical studies such as [32] have shown the positive influence of HRM practices on mobilization behaviors.

### *2.2.3 Performance feedback practices*

Feedback on performance is configured as one of the mobilizing HRM practices, as it is based on an organizational action that provides employees with positive information about their performance, with the aim of maintaining, correcting or even improving performance and their mobilization behaviors [33]. Performance evaluation systems objectives are to measure and/or compare individual performances, generating promotions or punishments, as the case may be, positive feedback aims to optimize the worker's and the organization's knowledge about the strengths and weaknesses of its employees, with a view to developing skills and improving behaviour [34]. [35] clarified that it is important that employees have access to more than one source of information so that they can improve their knowledge of their performance. Positive feedback is also referenced in mobilization behaviors. It is not enough for this practice to simply measure individual behavior, but the state of mobilization present in the organization [36]. And, precisely because of this characteristic, this practice is not focused on the degree of mobilization achieved, but on the continuity of development and improvement of behaviors. In this way, the development of people is its target, its goal, because, through this aspect, an organization provides a virtuous and continuous cycle of positive collective behavior [37].

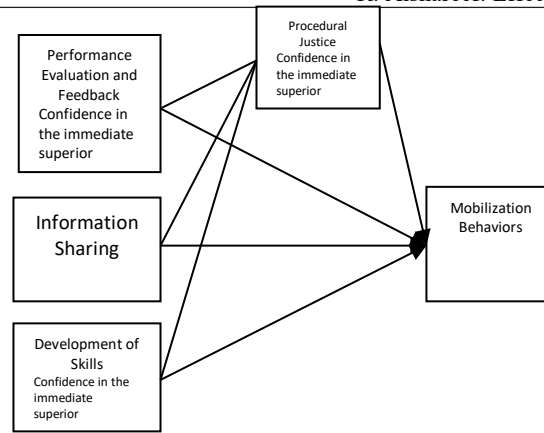
## *2.3 Procedural Justice*

Organizational justice is the psychological condition that is based on the perception and judgments that employees and other members of the organization make about the quality of treatment they receive by the organization [38]. Procedural justice refers to the perceptions of human resources about the impartiality practiced in a given organization, based on their judgments about the rules and procedures practiced [39]. Procedural justice concerns the procedures used in salary increases, disciplinary processes, performance evaluation systems, recruitment and selection processes [40]. According to Hazgui et al., [41], employees must know the rules used in decision-making processes, as well as their scope, their neutrality, their quality in representing the different organizational groups and the adequacy of adopted procedures with accepted moral rules and they should ensure that there are formal or informal mechanisms for challenging (or appealing) abusive or harmful actions or results of adopting an organization's procedures. Similarly, Cubas et al., [42] also highlighted the strong influence and impact of this procedural justice on mobilization behaviors, and demonstrated that the feeling of being treated unfairly is perceived as a lack of respect for people, as an unworthy behavior, including those who did not suffer personal injury. The feeling of being treated unfairly invariably weakens the bonds of trust and discourages individuals from adopting mobilization behaviors. The influence of perceptions of organizational justice on mobilization behaviors has been demonstrated in several empirical studies, [43]–[45].

## *2.4 Theoretical Framework*

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### **HRM Practices**



**Fig. 1: Framework of the Study**

## 2.5 Hypothesis

For the purpose of this research, six hypotheses were elaborated below, as a way of achieving the main objective, which consists of analyzing the influence of the HRM practices and the Procedural Justice in the mobilization behaviors of employees.

H1: Development of skills practices positively influences the mobilization behaviors of employees.

H2 Information sharing practices positively influence the mobilization behaviors of employees.

H3 Performance assessment and feedback practices positively influence the mobilization behaviors of employees.

H4 The perception of procedural justice, generated by skills development practices, positively favors employee mobilization behaviors.

H5 The perception of procedural justice, generated by the practices of sharing information present in the organizations, positively influences the mobilization behaviors of employees.

H6 The practices of procedural justice, generated by performance evaluation and feedback practices, positively influences employee mobilization behaviors.

## 3 Research Methodology

### 3.1 Population and Sample Size

Research methodology is an important part of any study that defines and explains the research's why and "how" aspects. Current research is based on a quantitative study that adheres to the collection of data through questionnaires and used a cross sectional study. Sampling techniques help in selecting the right respondents for the research. The population of this study was employees from different manufacturing organizations in Jordan. The sample was collected using the convenience sampling technique, which allowed the elaboration of a list of possible respondents to be approached at their workplace. Therefore, to achieve appropriate results data was collected from 100 students from organizational employees.

### 3.2 Measurement

The 12 items scale developed by Whitener,[46] was used to determine HRM practices on five Likert scale that range from 1= SD to 5= SA. The 5 items scale developed by Silva, [47] was used to determine procedural justice on five Likert scale ranging from 1= SDA to 5= SA. Similarly, the 12 items scale used by Makarowski, [48] was used in order to determine mobilization behavior on five Likert scale that ranges from 1 to 5 as strongly disagree to strongly agree.

### 3.3 Data collection and Analysis Technique

The research was made possible through direct contact with the respondents using questionnaires, as well as meetings with groups of people, in order to make them aware of its objectives. The observation unit consists of a random sample taken from the set of employees working at the organisations. The data and findings were further examined and

analyzed in the context of specific research objectives, utilizing the Smart PLS software. The initial phase involved conducting an measurement model analysis, which involved evaluating item loadings and cross-loadings, determining the average variance extracted (AVE), assessing the reliability of the data, and validating the construct. Following this, the structural model was explained in the subsequent stage of Structural Equation Modeling (SEM), which involved hypothesis testing.

## 4 Data Analysis

This section of the research shows the measurement of the results that have been attained by PLSSEM. The evaluation of the outer and inner models is part of this section using the structured equation modelling method. The data analysis was carried out using smartPLS software.

### 4.1 Descriptive Statistics

The study included all demographic information for respondents, including age, gender, work experience, and education. Through the descriptive statistics, the demographic characteristics of all respondents to the study were identified. The sample is 63 males and 37 females It can be seen that more of the respondents are men, as compared to women. Similarly, 2% of the population falls within the 21-25 age range, 18% are between 26 and 30, 38% are aged 31-35, 30% are aged 36-40, and the remaining 12% are 41 years old and above. Furthermore, 3% of the population have completed their Matric education, 22% have an Intermediate level of education, 26% hold a Bachelor's degree, 28% have attained a Master's degree, and 21% have pursued M.Phil/MS level education.

### 4.2 Analysis of Measurement Model

A sample of 300 respondents was analyzed after the data cleansing process. Analysis by following PLSSEM completed in to two stages first phase assesses a model of measurement that is also known as the outer model as shown in fig 2 or structural model and second stage examines an inner model as shown in fig 3.

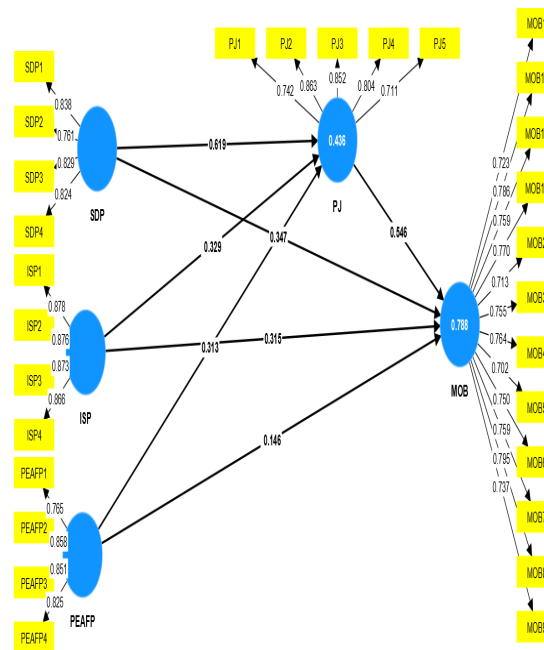


Fig. 2: Measurement model

### 4.3 Convergent validity

Convergence refers to the capacity of various elements to converge within their corresponding constructs, which is commonly referred to as convergent validity [49]. To establish convergent validity, several aspects can be considered, including analyzing the outer factor loadings of the items, evaluating the composite reliability (CR) of the constructs, and assessing the average variance extracted (AVE) of the constructs.

#### 4.3.1 Outer Loading

The loaded items indicate the amount of an item associated with a dormant variable which is proposed to be calculated, and this shows the level of reliability of that item. According to Hair et al. [49] outer loading should be 0.40 to 0.70 because it improves composite reliability. The results of the loadings show that the outer loadings of the items are within the acceptable range (Table1).

**Table 1: Outer Loading**

	ISP	MOB	PEAFP	PJ	SDP
ISP1	0.878				
ISP2	0.876				
ISP3	0.873				
ISP4	0.866				
MOB1		0.723			
MOB10		0.786			
MOB11		0.759			
MOB12		0.77			
MOB2		0.713			
MOB3		0.755			
MOB4		0.764			
MOB5		0.702			
MOB6		0.75			
MOB7		0.759			
MOB8		0.795			
MOB9		0.737			
PEAFP1			0.765		
PEAFP2			0.858		
PEAFP3			0.851		
PEAFP4			0.825		
PJ1				0.742	
PJ2				0.863	
PJ3				0.852	
PJ4				0.804	
PJ5				0.711	
SDP1					0.838
SDP2					0.761
SDP3					0.829
SDP4					0.824

#### 4.3.2 Cronbach's Alpha, CR, and AVE

The measure estimates the reliability of the variable constructs' internal consistency, which refers to how well the indicator variables measure the same underlying concept Hair et al.[49]. For a construct to be considered reliable, reliability values should be higher than 0.70. The results of Cronbach's alpha, composite reliability and factor loading show that the study's variables (ISP=0.906, MOB=0.931, PEAFP=0.846, PJ=0.859 and SDP 0.833) have good reliability (Table2).

Similarly, A most commonly used measure to determine the convergent reliability is Average Variance Extracted (AVE). The estimation of AVE has been performed by calculating the mean of squared factor loadings for all indicators linked with the concerned construct. The tolerable range of AVE is 0.50 or greater because this value shows that on average a construct explains 50% of the variance of its indicators Hair et al. [49]. Moreover, Table 4.2 shows that Composite reliability exists within the constructs because AVE values (ISP=0.763 MOB=0.565, PEAFP=0.681, PJ=0.634 and SDP=0.662) were within acceptable range greater than 0.5. So, data can be used for further statistical analysis.

**Table 2: Reliability and AVE**

	Cronbach's alpha	CR	AVE
ISP	0.897	0.906	0.763
MOB	0.930	0.931	0.565
PEAFP	0.844	0.846	0.681



<b>PJ</b>	0.854	0.859	0.634
<b>SDP</b>	0.829	0.833	0.662

#### 4.4 Discriminant validity

In a reflective measurement model, once the reliability and convergent validity of constructs have been estimated, the next step involves assessing discriminant validity. Discriminant validity, as defined by Hair et al. [49], refers to the extent to which a variable differs from other variables in the model. It also indicates how effectively the construct serves its intended purpose. Discriminant validity can be evaluated using three criteria: cross-loadings, the HTMT, and the Fornell-Larcker criterion.

##### 4.4.1 HTMT (Heterotrait-monotrait ratio of correlations)

The HTMT is considered as a new measure to check discriminant validity. For creating the discrimination among two factors the benchmark value of HTMT should be considerably smaller than 1[49]. The current study has used HTMT as a reliable measure to check discriminant validity, Result of HTMT shows that all variables' values was smaller than 1(Table3).

**Table 3: HTMT**

	<b>ISP</b>	<b>MOB</b>	<b>PEAFP</b>	<b>PJ</b>	<b>SDP</b>
<b>ISP</b>					
<b>MOB</b>	0.596				
<b>PEAFP</b>	0.832	0.589			
<b>PJ</b>	0.283	0.855	0.505		
<b>SDP</b>	0.655	0.883	0.702	0.722	

##### 4.4.2 Cross-loadings

According to Hair et al.[49], Cross loadings is an item's correlation with other constructs in the model. It can be observed from table 4 that all the cross- factor loadings of construct are higher from all of its loading on other constructs. Hence it can be ascertained that each item has made a valuable and significant contribution.

**Table 4: Cross-loadings**

	<b>ISP</b>	<b>MOB</b>	<b>PEAFP</b>	<b>PJ</b>	<b>SDP</b>
<b>ISP1</b>	<b>0.878</b>	0.482	0.672	0.246	0.544
<b>ISP2</b>	<b>0.876</b>	0.411	0.618	0.142	0.439
<b>ISP3</b>	<b>0.873</b>	0.453	0.588	0.211	0.479
<b>ISP4</b>	<b>0.866</b>	0.541	0.650	0.265	0.525
<b>MOB1</b>	0.382	<b>0.723</b>	0.425	0.594	0.643
<b>MOB10</b>	0.352	<b>0.786</b>	0.396	0.711	0.555
<b>MOB11</b>	0.359	<b>0.759</b>	0.471	0.704	0.571
<b>MOB12</b>	0.407	<b>0.770</b>	0.475	0.727	0.551
<b>MOB2</b>	0.409	<b>0.713</b>	0.377	0.472	0.610
<b>MOB3</b>	0.35	<b>0.755</b>	0.413	0.621	0.673
<b>MOB4</b>	0.458	<b>0.764</b>	0.339	0.412	0.630
<b>MOB5</b>	0.506	<b>0.702</b>	0.412	0.424	0.541
<b>MOB6</b>	0.502	<b>0.750</b>	0.296	0.415	0.590
<b>MOB7</b>	0.423	<b>0.759</b>	0.320	0.472	0.537
<b>MOB8</b>	0.489	<b>0.795</b>	0.389	0.520	0.641
<b>MOB9</b>	0.337	<b>0.737</b>	0.432	0.715	0.472
<b>PEAFP1</b>	0.493	0.429	<b>0.765</b>	0.434	0.502
<b>PEAFP2</b>	0.615	0.451	<b>0.858</b>	0.375	0.522
<b>PEAFP3</b>	0.639	0.388	<b>0.851</b>	0.256	0.427
<b>PEAFP4</b>	0.655	0.467	<b>0.825</b>	0.362	0.489
<b>PJ1</b>	0.200	0.581	0.267	<b>0.742</b>	0.322
<b>PJ2</b>	0.153	0.635	0.333	<b>0.863</b>	0.512
<b>PJ3</b>	0.254	0.641	0.385	<b>0.852</b>	0.517
<b>PJ4</b>	0.286	0.674	0.378	<b>0.804</b>	0.508

<b>PJ5</b>	0.116	0.549	0.376	0.711	<b>0.558</b>
<b>SDP1</b>	0.472	0.593	0.544	0.533	<b>0.838</b>
<b>SDP2</b>	0.386	0.572	0.413	0.452	<b>0.761</b>
<b>SDP3</b>	0.454	0.651	0.523	0.512	<b>0.829</b>
<b>SDP4</b>	0.545	0.700	0.450	0.505	<b>0.824</b>

#### 4.4.3 Fornell-Larcker criterion

Fornell-Larcker criterion is another successive method for the estimation of discriminant validity as this measure helps in making the comparison between the square root of AVE values [49]. Table 5 revealed that the square root values of each construct AVE are greater than its highest correlation with other constructs.

**Table 5:** Fornell-Larcker criterion

	<b>ISP</b>	<b>MOB</b>	<b>PEAFP</b>	<b>PJ</b>	<b>SDP</b>
<b>ISP</b>	<b>0.873</b>				
<b>MOB</b>	0.547	<b>0.777</b>			
<b>PEAFP</b>	0.726	0.53	<b>0.825</b>		
<b>PJ</b>	0.253	0.775	0.441	<b>0.796</b>	
<b>SDP</b>	0.574	0.752	0.594	0.616	<b>0.814</b>

#### 4.5 Collinearity issues

As the first step the Collinearity among the variables is assessed. When there is an approximate linear relationship (shared variance) between the predictor variables then it confirms the existence of Collinearity in the data. Collinearity is a situation in which one attribute in a multiple regression model highly relates to another attribute of multiple regression models. To estimate the existence of Collinearity between predictor constructs Variance inflation factor (VIF) was used. If Collinearity exists researchers should eliminate the construct. The Acceptable value of VIF is less than 5 [49]. Table 6 found all VIF values less than 5 within acceptable threshold value. Hence, there was no collinearity issue.

**Table 6:** Collinearity

	<b>VIF</b>
<b>ISP1</b>	2.626
<b>ISP2</b>	2.828
<b>ISP3</b>	2.518
<b>ISP4</b>	2.16
<b>MOB1</b>	2.39
<b>MOB10</b>	2.511
<b>MOB11</b>	2.701
<b>MOB12</b>	2.513
<b>MOB2</b>	2.044
<b>MOB3</b>	2.399
<b>MOB4</b>	2.884
<b>MOB5</b>	2.097
<b>MOB6</b>	2.851
<b>MOB7</b>	2.474
<b>MOB8</b>	2.842
<b>MOB9</b>	2.581
<b>PEAFP1</b>	1.518
<b>PEAFP2</b>	2.198
<b>PEAFP3</b>	2.66
<b>PEAFP4</b>	2.165
<b>PJ1</b>	1.735
<b>PJ2</b>	2.466
<b>PJ3</b>	2.487
<b>PJ4</b>	2.2
<b>PJ5</b>	1.597
<b>SDP1</b>	2.459



<b>SDP2</b>	1.749
<b>SDP3</b>	2.398
<b>SDP4</b>	1.932

### 4.6 Coefficient of determination

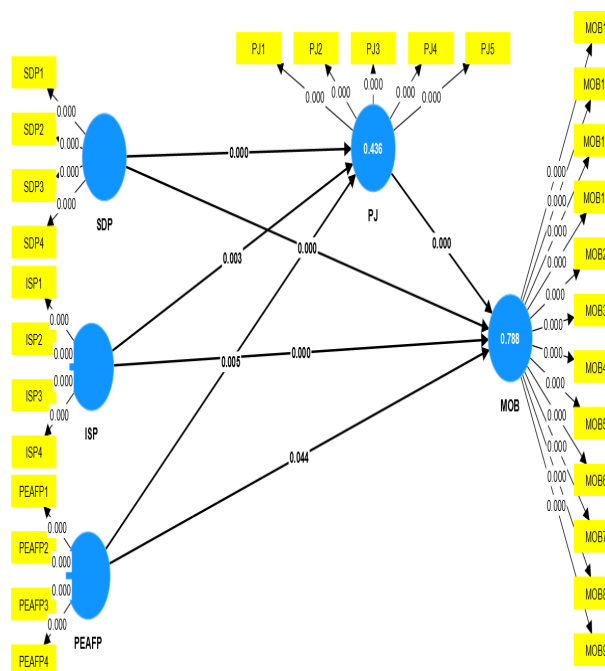
The value of R<sup>2</sup> is a measure of variance explained for each endogenous construct also an evaluation tool for a model ‘s accuracy. This value fall in the range from 0 to 1 where higher value represent high levels of predictive accuracy [49]. In this research the model having R<sup>2</sup> value 0.78 and 0.436 lead towards an acceptable goodness of fit. The coefficient of determination (R<sup>2</sup>) calculated using SmartPLS 3.0. The results are shown in table 7. The results indicate that HRM practices (human resources development of skills, evaluation and feedback on performance and information sharing) are likely to explain 78 and 43% Variance in Procedural justice and mobilization behaviors of employees.

**Table 7:** Coefficient of determination R<sup>2</sup>

	<b>R-square</b>	<b>R-square adjusted</b>
<b>MOB</b>	0.788	0.779
<b>PJ</b>	0.436	0.418

### 4.10 Structural Model (Hypotheses Testing)

For hypothesis testing structural Model was run using the Bootstrap procedure of SmartPLS 3.0. Below table 8 presents the Path significance values and their related t-values. Among the results proposed in the structural model (Figure 3), the hypothesis proposed by this study was proven.



**Fig. 3:** PLS Bootstrapping Result

**Table 8:** Hypotheses testing of main hypotheses.

	<b>Original sample</b>	<b>Sample mean</b>	<b>SD</b>	<b>T</b>	<b>P values</b>
<b>SDP -&gt; MOB</b>	0.347	0.345	0.087	3.976	0.000
<b>PEAFP -&gt; MOB</b>	0.146	0.147	0.072	2.014	0.044
<b>ISP -&gt; MOB</b>	0.315	0.316	0.074	4.260	0.000
<b>SDP -&gt; PJ -&gt; MOB</b>	0.338	0.336	0.064	5.264	0.000
<b>PEAFP -&gt; PJ -&gt; MOB</b>	0.171	0.174	0.073	2.352	0.019
<b>ISP -&gt; PJ -&gt; MOB</b>	0.18	0.175	0.066	2.720	0.007

Table 8 expresses the results of hypothesis testing. According to the proposed Hypotheses 1,2&3, there is a positive relationship between development of skills, evaluation and feedback on performance and information sharing and

mobilization behaviors of employees. Results also support our proposed hypothesis 1,2, &3. The result delineates that there is a positive and direct association between development of skills, evaluation and feedback on performance and information sharing and mobilization behaviors of employees. So, established results show that p value was less than 0.05 ( $p= 0.00,0.044,0.00$ ) and t value is greater than 2  $t= 3.976,2.014$  &  $4.260$  respectively which is significant. Hence, Hypotheses 1,2 and 3 are accepted.

Similarly, according to the results of the proposed Hypotheses 4, 5 & 6, Procedural justice mediates the relationship between development of skills, evaluation & feedback on performance and information sharing and mobilization behaviors of employees with p value is less 0.05 ( $p= 0.019,0.007,0.00$ ) t value is greater than 2  $t= 2.352,2.720$  &  $5.264$ . So, Hence, Hypotheses 4,5 and 6 are accepted. All these results show that the study's hypothesis has been significantly supported.

#### 4.11 Discussion

By studying the influence of HRM practices at the manufacturing organizations and the mediating role of its employees' perceptions regarding procedural justice in mobilization behaviors. The results obtained support the proposed theoretical model, confirming, in part, the hypotheses considered. Hypothesis H1, which verified the influence of skills development practices on the mobilization behaviors of organizational employees, was confirmed ( $p = 0.000$ ), which confirms past research of [50]. Johnson et al. [50] carried out the research in order to verify the impact of skills development HRM practice and the result of this study was confirmed the significant and positive direct influence of these practices on the employee's behavior. Hypothesis H2, referring to the impact of information sharing practices on the mobilization behaviors of employees at the researched institution, was significantly confirmed ( $p < 0.05$ ), having generally corroborated past studies, Velasco et al., [51], stated that these practices are positively related to mobilization behaviors. Further, Hypothesis H3, which investigated the influence of performance assessment and feedback practices on employee mobilization behaviors, was accepted ( $p = 0.044$ ). Referring to some studies, such as London et al., [52] which showed the importance of feedback practices on workers' performance, the presented results are possibly motivated by their absence in the researched institution or by the way in which they are transmitted to the evaluated. Also, formative feedback practices, which are positive ways of transmitting this type of information, may not occur as a usual practice when carrying out performance evaluations. [53] state that positive feedback, in addition to its effectiveness when it comes to changing behavior, should be seen as a form of reward whose impact on performance and cooperation is generally positive.

Hypothesis H4 suggested that the perception of procedural justice in immediate, generated by skills development practices, positively favors employee mobilization behaviors. This hypothesis was confirmed in this study ( $p = 0.000$ ). same as previous research, which demonstrated that HRM practices have a positive influence on employee mobilization behaviors Vuong, [54], the results of this research revealed that this variable has an effect on the mobilization behaviors of the employees of the manufacturing organizations. Our findings suggest that a higher level of justice in a manager will have a positive impact on how the employee perceives service quality in the organization. If the exchange relationships between managers and employees are perceived by workers as fair, this will result in confident behavior that will motivate them and encourage them to give back to their managers, acting in accordance with organizational norms that emphasize the quality of services. Considering the difficulties regarding the management of people in Jordan organizations, even with the deficiency of indicators and studies that evidence this affirmation, it was noticed, in the researched institution, through the previous knowledge of this researcher and of the reports collected verbally during the collection of data for this research, the absence of HRM actions aimed at training and developing managers and mobilizing leaders, which could stimulate relationships of social exchange between them and their subordinates. Therefore, organizations must promote the development of a close relationship between supervisor and subordinates. In this way, considering both the affective and cognitive forms of trust in the immediate superior, it is inferred that, in the organizations, the perceptions of this organizational justice did not appear as a sufficient condition to stimulate mobilization behaviors.

Hypothesis H5, which sought to determine the mediation of the perception of procedural justice, between performance assessment and feedback practices and employee mobilization behaviors, was fully confirmed ( $p < 0.05$ ). This result should be the subject of future studies, due to the limited bibliography available. Evaluation and feedback on performance actually involve two distinct HRM practices: on the one hand, the process of evaluating the worker's individual performance and, on the other hand, formative feedback [55]. Therefore, the organizations clearly need the legal norms of the public service to have a performance evaluation system for its servers and organizations should be focus primarily on behaviors and should not emphasize merely disciplinary or monetary compensatory results, characteristic of assessments of formal performance. Therefore, considering that the performance evaluation practices of manufacturing organizations workers focus on a rewarding and universal formal procedure, which covers the mediation of the perception of justice have been promoted.

Regarding hypothesis H6, which proposed to verify whether the perception of procedural justice, generated by the practices of sharing information present in the organization positive influence on the mobilization behaviors of the collaborators, the test carried out confirm it as significant ( $p = 0.007$ ). The presented result is the same as prior studies, for instance al., [56] demonstrated the mediating role of procedural justice in the relationship between HRM practices and prosocial behavior. Paré and Tremblay, [57] who empirically showed that HRM practices reinforce the perception of procedural justice and also investigated the importance of the role of procedural justice practices in the motivation for mobilization. Probably, the result obtained demonstrates that, although there are actions related to overcoming possible gaps in aspects involving the theory of justice in organizations (for example, if there is feedback to employees about the decisions taken and if they affect everyone equally), their impacts could not yet be perceived by the institution's staff. Likewise, other practices involving the sharing of information related to perceptions of justice, such as equal treatment in internal communications, may be systematically conducted as part of a mobilizing human resources policy. Therefore, procedural justice as favoring the well-being of individuals, arising from an organization's HRM practices, should increase trust and. It was verified that when the manufacturing organizations under study show organizational commitment to its employees, values their contributions, their opinions, their objectives and is concerned with their well-being, through the offer and recognition of actions of training and professional development, these are interpreted as perceptible signs of support and justice.

## 5 Conclusion and future Recommendation

This study sought to shed light on a field of knowledge still little studied in the Jordan public health environment, especially in organizational sector, which deals with the effects of HRM practices and the mediation of procedural justices in behaviors and attitudes at work and the consequent optimization of the performance and results of this group of institutions. Based on the results obtained support the proposed theoretical model, confirming in part the hypotheses considered in this study. Competency development practices, Information sharing practices and performance evaluation and feedback practices directly and significantly influenced the mobilization behaviors of the manufacturing sector employees. Further, The mediating of the perception of procedural justice between skills development practices, Information sharing practices and performance evaluation and feedback practices and mobilization behaviors was confirmed, demonstrating that the organizations under study is committed to its employees, and that it values their contributions, their opinions, its objectives and is concerned with its well-being, through the offer and recognition of training actions and professional development, these being interpreted as perceptible signs of support, possibly bearing in mind that the performance evaluation practices of workers they focus on a rewarding and universal formal procedure that encompasses the servants portion of the organization. These results indicate that mobilizing HRM practices, such as those that were the object of this study, can encourage the adoption of good behavior by employees, but that, however, may not be enough, if practices are not also implemented. of justice which develops in employees' deeper feelings of affective bond with the institution and, consequently, improves relationships, motivation and collective performance.

### 5.1 Future Research and Research Limitations

However, despite the potential value of their contributions, this study does have certain limitations. Firstly, the hypothetical relational model did not explore alternative relationships between the variables under investigation, such as the link between HRM practices and perceptions of justice. Additionally, impact analyses were not conducted in other sectors, such as the banking and educational sectors. The inability to generalize these findings can also be viewed as a limitation, as the survey was limited to just one sector. Moreover, a longitudinal study could enhance our understanding of the relationships between mediating variables and improve generalizability. Future research has the potential to enhance and broaden the explanatory capacity of the chosen model, particularly by considering variables like trust that may influence desired institutional behaviors. Furthermore, it is suggested that researchers explore the perceptions of managers in other sectors regarding the same variables examined in this study, in order to compare the obtained results. Additionally, applying this study to other organizations would help verify the effects of direct, indirect, and mediated relationships between management practices and mobilization behaviors.

### Conflict of interest

The authors declare that there is no conflict regarding the publication of this paper.

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