

THE MODERATING EFFECT OF
ORGANIZATIONAL SUPPORT ON THE RELATIONSHIP
BETWEEN SOCIAL COMPETENCIES, TECHNICAL
COMPETENCIES, WILLINGNESS AND HR
PROFESSIONALS' EFFECTIVENESS:

A STUDY AMONG BANK MANAGERS IN PAKISTAN

AQEEL AHMAD

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A STUDY AMONG BANK MANAGERS IN PAKISTAN

By

AQEEL AHMAD

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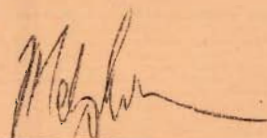
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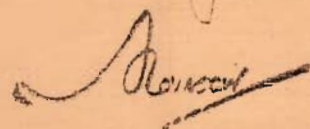
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ABSTRACT

The banking sector is the backbone of any growing economy and this sector has also played an important role in the economy of Pakistan. The Human Resource (HR) professionals in Pakistan have been claimed to be responsible for the banking employees' performances who subsequently contributed towards the growth of banks. Thus, HR competency had been speculated to have some connection with HR professionals' effectiveness. The objective of this study was to determine the influence of HR competencies on their effectiveness in the banking sector of Pakistan. The study was motivated by the resource-based view (RBV) and human resource competency model. The impact of HR professionals' social, technical competencies and willingness on their effectiveness were examined. The study also examined the moderating effect of organizational support on the relationship between HR professionals' social, technical competencies and HR professionals' willingness and HR professionals' effectiveness in the said banking sector. The survey method was used to conduct the study and the questionnaire was adapted from past researchers' instruments. The sample was 370 private bank branch managers in Pakistan and 183 responded. This gave the study a response rate of 49 percent. The results suggested that the HR professionals' social, technical competencies and HR professionals' willingness had a positive and significant relationship with HR professionals' effectiveness. The study also found that the organizational support had moderated the effects on the relationship between the competencies and the willingness of HR professionals with the HR professionals' effectiveness. Finally, this study had recommended the need for HR professionals to further enhance their competencies in the areas of credible activist, strategic architect and business ally in the banking sector of Pakistan.

Keywords: bank, HR competency, human resource management, HR professional effectiveness, Pakistan

ABSTRAK

Sektor perbankan merupakan tulang belakang kepada mana-mana ekonomi yang sedang berkembang dan sektor ini juga dikatakan telah memainkan peranan penting dalam ekonomi negara Pakistan. Para profesional sumber manusia di negara tersebut telah didakwa bertanggungjawab ke atas prestasi kakitangan perbankan yang seterusnya menyumbang terhadap pertumbuhan sector perbankan. Oleh itu, kompetensi sumber manusia dikatakan mempunyai suatu perkaitan dengan keberkesanan sumber manusia. Objektif kajian ini adalah untuk menentukan pengaruh kompetensi sumber manusia terhadap keberkesanan sumber manusia di sektor perbankan Pakistan. Kajian ini telah didorongi oleh pendekatan yang berdasarkan sumber (RBV) dan model kompetensi sumber manusia. Impak kompetensi sosial, teknikal sumber manusia serta kesanggupan sumber manusia terhadap keberkesanan sumber manusia telah ditinjau. Kajian ini juga telah mengkaji kesan perantaraan (moderating) sokongan organisasi terhadap hubungan di antara kompetensi sosial, teknikal dan kesanggupan para profesional sumber manusia dengan keberkesanan para profesional sumber manusia. Ia telah menggunakan kaedah tinjauan dan soalselidikanya pula telah diadaptasi dari instrumen pengkaji-pengkaji terdahulu. Sampel kajiannya ialah 370 orang pengurus cawangan bank swasta di Pakistan dan 183 penguru itu telah menjawab. Jadi kadar jawapan tinjauan ini ialah sebanyak 49 peratus. Keputusan kajian pula mendapati bahawa kompetensi sosial dan teknikal sumber manusia serta kesanggupan sumber manusia mempunyai hubungan yang positif dan signifikan ke atas keberkesanan para profesional sumber manusia. Ia juga mendapati bahawa faktor sokongan organisasi telah bertindak sebagai pengantara di antara kompetensi dan kesanggupan profesional sumber manusia dan keberkesanan sumber manusia. Akhir sekali, kajian ini mencadangkan agar para profesional sumber manusia berusaha mengukuhkan tiga kompetensi mereka dari segi aktivis yang dipercayai, akitek yang strategik dan rakan niaga dalam sektor perbankan Pakistan.

Katakunci: Bank, Keberkesanan Para Profesional Sumber Manusia, Kompetensi Sumber Manusia, Pakistan, Pengurusan Sumber Manusia

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LIST OF ABBREVIATIONS

Abbreviation	Description of Abbreviation
HRM	Human Resource Management
HRSC	Human Resource Social Competencies
HRTC	Human Resource Technical Competencies
HRPW	Human Resource Professionals' Willingness
HRPE	Human Resource Professionals' Effectiveness
OS	Organizational Support
CA	Credible Activist
TMOD	Talent Manager and Organization Designer
CCS	Culture and Change Steward
SA	Strategy Architect
BA	Business Ally
OE	Operational Executor
RBV	Resource Based View
OECD	Organization for Economic Co-operation and Development
SBP	State Bank of Pakistan
NPL	Non-performing Loan
NBP	National Bank of Pakistan
GDP	Gross Domestic Product
LSC	Large Scale Manufacturing
FDI	Foreign direct investment

Abbreviation	Description of Abbreviation
DFI	Development Financial Institution
NCB	Nationalized Commercial Banks
NIBAF	National Institute of Banking and Finance
SWCP	Securities and Exchange Commission of Pakistan (SECP)
CLA	Corporate Low Authority
BCO	Banking Companies Ordinance

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Due to the shift in an economic productivity from agriculture to industrial to services and now to information technologies, the role and function of the human resource (HR) in organizations is changing. Further, these changing functions and roles of the HR in organizations demand a shift in managerial roles in terms of developing new competencies and capabilities of the HR and therefore the human resource management (HRM) function has also shifted from operational to a strategic and people orientation (Lemmergaard, 2009). In the past, HRM was considered to be a staff function where its role was considered as administrative and HRM operations were often regarded as a commodity. This role has undergone changes and in recent time HR professionals' primary role in terms of people orientation is to influence the workforce mindset, skill-set and work-related behavior for formulation and implementation of organizational strategies including the alignment of HRM with the strategic needs of an organization (Bal, 2011; Beatty, Huselid & Schneider, 2003).

Since the advent of the 21st century as mentioned above the HRM function is experiencing a shift. This paradigm shift has resulted from the way HR are being evaluated and considered as one of the key emerging resources in the organization (Lawler & Mohrman, 2003) and will, therefore, generate new opportunities for the HR function and would help to develop a broader role for HR professionals in the

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Appendix 1



COLLEGE OF BUSINESS Survey Questionnaire

RESEARCH TITLE

The Moderating Effect of Organizational Support on the Relationship between Social Competencies, Technical Competencies, Willingness and HR professionals' effectiveness Link: A Study among Bank Managers in Pakistan

Dear Sir / Madam:

I am conducting an academic research study in the area of human resource management as part of my Ph.D. program at the College of Business, University Utara Malaysia.

This is an academic research survey which needs some time from your busy schedule. The survey intends to understand HR professional competencies and effectiveness in the banking sector of Pakistan.

Any information that you provide will be kept confidential and used for research purpose only. In this regard you are requested to kindly fill the survey form as attached herewith.

This survey will take about 20 minutes of your precious time which will be extremely valuable in fulfilling the requirement of Ph.D. research. For your convenience, I have enclosed a self-addressed postage paid envelope for the return of the completed survey.

If you have any questions about the survey or the research study, please give me a call or SMS at (0092-300-451-8489) or email at aqeel@umt.edu.pk or aqeel_pk@hotmail.com

Your prompt response to this research study will be highly appreciated.

Sincerely,

Aqeel Ahmad

Ph.D. Scholar

College of Business

University Utara Malaysia

PART 1

RESPONDENT'S BACKGROUND

The following information is strictly confidential and will only be used for research purpose. I will be grateful if you could kindly fill the required information.

Instruction: Please **TICK** (✓) in the appropriate box.

1. **Designation:**

	Chief Manager		Branch Manager
	Manager Operations		Customer Relations Manager
	Credit Manager		Any other title, please specify ()

2.

Banks:

	Habib Bank Limited		United Bank Limited
	Allied Bank Limited		Muslim Commercial Bank
	Bank Al Habib		

3. **Highest Qualification:**

	Ph.D.		MS/M. Phil
	Masters		Bachelor

4. **Age:**

	Less than 30 years		30 – 40 years
	41 – 50 years		More than 50 years

5. **Years working in the banking sector**

	1 – 3 years		4 – 6 years
	7 – 10 years		11 – 15 years
	More than 15 years		

6. **Gender:**

	Male		Female
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PART II

HUMAN RESOURCE PROFESSIONALS' EFFECTIVENESS

Please read the following statements and **encircle** the response that closely represents your opinion. The statements are anchored on the following 5 point Likert Scale:

1 - Strongly Disagree: 2 - Disagree: 3 - Neutral: 4 - Agree: 5 – Strongly Agree:

HR Professionals' Effectiveness

Definition:

HR professionals' Effectiveness means that the HR professionals are concerned and are able to meet the goals that they set to do the HR work.

No.	Statements	S.Dis.	Dis.	N	Agr.	S.Agr.
1.	HR professionals in our bank are efficient when recruiting candidates needed for the bank.	1	2	3	4	5
2.	HR professionals in our bank are very responsive to meeting the needs of the line managers.	1	2	3	4	5
3.	HR professionals in our bank provide me with useful and timely information regarding HR issues.	1	2	3	4	5
4.	HR professionals in our bank have given value-added contributions to our bank's operational performance.	1	2	3	4	5
5.	HR professionals in our bank have played an effective role in building our bank's human capital to become a source of competitive advantage.	1	2	3	4	5
6.	HR policies, practices and procedures proposed by our HR professionals have generally been effective in supporting the job performance of the line managers and employees of our bank.	1	2	3	4	5
7.	HR professionals in our bank have developed effective HR policies, practices and procedures which support the bank's business plan.	1	2	3	4	5
8.	HR professionals in our bank have managed to improve our employees' motivation and morale.	1	2	3	4	5
9.	HR professionals in their HRM roles and responsibilities in our bank have met the employees'	1	2	3	4	5

	expectations.					
10.	HR professionals in our bank provide/facilitate good career plans for the employees.	1	2	3	4	5
11.	Overall, I am satisfied with the service and support that have been provided by the HR professionals in our bank.	1	2	3	4	5

PART III

HR PROFESSIONALS SOCIAL, TECHNICAL COMPETENCIES AND HR PROFESSIONALS' WILLINGNESS

Please read the following statements and **encircle** the response that closely represents your opinion. The statements are anchored on the following 5 point Likert Scale:

1 - Strongly Disagree: 2 - Disagree: 3 - Neutral: 4 - Agree: 5 – Strongly

Agree:

HR Professionals' Social Competencies

HR Professionals' Social Competencies are further categorized into three, namely; Credible Activist, Talent Manager/Organizational Designer and Culture & Change Steward. Below are the definitions.

Credible Activist

Definition:

The HR professionals need to be both credible (respected, admired, listened to) and active (offers a point of view, takes challenges). HR professionals who are credible but not activist are admired but have little impact. Activists who are not credible have ideas that no one implements.

No.	Statements	S.Dis.	Dis.	N	Agr.	S.Agr.
1.	HR professionals in our bank always try to meet their commitments.	1	2	3	4	5
2.	HR professionals in our bank have earned our trust.	1	2	3	4	5
3.	HR professionals in our bank normally perform accurate	1	2	3	4	5

	and error-free work					
4.	HR professionals in our bank are role models for us.	1	2	3	4	5
5.	HR professionals in our bank respond promptly to our issues.	1	2	3	4	5
6.	HR professionals in our bank are effective in their written communication skills.	1	2	3	4	5
7.	HR professionals in our bank are effective in their verbal communication skills.	1	2	3	4	5
8.	HR professionals in our bank generally have a practice to influence others.	1	2	3	4	5
9.	HR professionals in our bank have effective interpersonal skills.	1	2	3	4	5

Talent Manager / Organization Designer

Definition:

HR professionals are responsible for promoting the potential of their talented employees which will ultimately lead to higher retention and more productive employees. Organization design focuses on how a company embeds capability (for example, collaboration) into the structure, processes, and policies that shape how an organization works.

No.	Statements	S.Dis.	Dis.	N	Agr.	S.Agr.
1.	HR professionals in our bank provide accurate and candid feedback.	1	2	3	4	5
2.	HR professionals in our bank are successful in attracting talented employees	1	2	3	4	5
3.	HR professionals in our bank are able to promote talented employees.	1	2	3	4	5
4.	HR professionals in our bank are able to retain talented employees.	1	2	3	4	5
5.	HR professionals in our bank are able to facilitate the establishment of clear performance standards.	1	2	3	4	5
6.	HR professionals in our bank are able to develop effective training programs for our officers.	1	2	3	4	5

7.	HR professionals in our bank are good at performing organizational analysis and audits.	1	2	3	4	5
8.	HR professionals in our bank facilitate the design of organizational structure.	1	2	3	4	5
9.	HR professionals in our bank facilitate the design of effective internal communication processes.	1	2	3	4	5
10.	HR professionals in our bank know when and how to leverage teams.	1	2	3	4	5

Culture & Change Steward

Definition:

HR professionals appreciate, articulate, and help to shape a company's culture. Culture is a pattern of activities more than a single event. As a steward of culture, HR professionals respect the past culture and also help to shape a new culture. They guide employees in how their actions reflect and drive culture.

No.	Statements	S.Dis.	Dis.	N	Agr.	S.Agr.
1.	HR professionals in our bank play an effective role in helping employees to understand the importance of change in the organization.	1	2	3	4	5
2.	HR professionals in our bank facilitate the change processes in our bank.	1	2	3	4	5
3.	HR professionals in our bank are able to monitor effectively the progress of change processes in our bank.	1	2	3	4	5
4.	HR professionals in our bank take a proactive role in bringing about change.	1	2	3	4	5
5.	HR professionals in our bank play an effective role in communicating the desired culture throughout our bank	1	2	3	4	5
6.	HR professionals in our bank design and deliver those HR practices that create and maintain the desired culture in our bank.	1	2	3	4	5
7.	HR professionals in our bank share knowledge across organizational boundaries.	1	2	3	4	5
8.	HR professionals in our bank help to create the need for change.	1	2	3	4	5

HR Professionals' Technical Competencies

HR Professionals Technical Competencies are further categorized into three, namely; Strategy Architect, Business Ally and Operational Executor. Below are the definitions.

Strategy Architect

Definition:

HR professionals have a vision how an organization can “win” in the marketplace, now and in the future. He or she plays an active part in the establishment of the overall strategy to deliver this vision. This linkage helps to make customer-driven business strategies real to the employees of the company.

No.	Statements	S.Dis.	Dis.	N	Agr.	S.Agr.
1.	HR professionals in our bank play a significant role in the development of our bank's business strategy.	1	2	3	4	5
2.	HR professionals in our bank engage in constructive problem solving effecting external clients.	1	2	3	4	5
3.	HR professionals in our bank are able to forecast regularly the potential obstacles to the bank's success.	1	2	3	4	5
4.	HR professionals have played a significant role in the development of our bank's future business vision.	1	2	3	4	5
5.	HR professionals in our bank help to identify problems which are central to the bank's business strategy.	1	2	3	4	5
6.	HR professionals in our bank are able to recognize business trends and their impact on the bank's business.	1	2	3	4	5
7.	HR professionals in our bank contribute towards the building of the bank's brand image to customers, shareholders and employees.	1	2	3	4	5
8.	HR professionals in our bank ensure that the key leaders are aligned around major change initiative.	1	2	3	4	5
9.	HR professionals in our bank are proactive in contributing to business initiatives.	1	2	3	4	5
10.	HR professionals in our bank facilitate the dissemination of customer information.	1	2	3	4	5
11.	HR professionals in our bank remove low value work.	1	2	3	4	5
12.	HR professionals in our bank translate business strategy into annual business initiatives.	1	2	3	4	5

Definition:

HR professionals contribute to the success of a business by knowing the social context or setting in which their business operates. HR professionals must take care of the business success by setting goals and objectives that respond to external opportunities and threats.

No.	Statements	S.Dis.	Dis.	N	Agr.	S.Agr.
1.	HR professionals in our bank help to perform competitor analysis.	1	2	3	4	5
2.	HR professionals in our bank normally help to take care of the requirements of external customers.	1	2	3	4	5
3.	HR professionals in our bank are fully aware of bank's business model.	1	2	3	4	5
4.	HR professionals in our bank have adequate knowledge about Pakistan's banking sector.	1	2	3	4	5
5.	HR professionals in our bank are familiar with new emerging technologies in the banking sector.	1	2	3	4	5
6.	HR professionals in our bank realize the importance of research and development (R&D) related to HR work.	1	2	3	4	5
7.	HR professionals in our bank are able to perform R&D tasks related to HR.	1	2	3	4	5
8.	HR professionals in our bank are knowledgeable in the operations of our bank.	1	2	3	4	5
9.	HR professionals in our bank are aware of the external political environment.	1	2	3	4	5
10.	HR professionals in our banks are aware of the social issues having an impact on the bank's business.	1	2	3	4	5
11.	HR professionals in our bank are familiar with the issues related to the mergers and acquisition.	1	2	3	4	5

Operational Executor

Definition:

HR professionals are responsible to develop the policies and implement in such a way that employees can take benefit from those policies.

No.	Statements	S.Dis.	Dis.	N	Agr.	S.Agr.
1.	HR professionals in our bank play a role in the design and allocation of physical space.	1	2	3	4	5
2.	HR professionals in our bank are good at managing the labor policies and procedures.	1	2	3	4	5
3.	HR professionals in our bank are able to use information technology for implementing HR practices.	1	2	3	4	5
4.	HR professionals in our bank are able to use HR information systems to make better decisions.	1	2	3	4	5
5.	HR professionals in our bank are able to develop and organize suitable training programs that meet the needs of functional departments.	1	2	3	4	5
6.	HR professionals in our bank are good at designing a proper performance-based compensation system.	1	2	3	4	5
7.	HR professionals in our bank are able to design a non-financial reward system.	1	2	3	4	5
8.	HR professionals in our bank are able to design an appropriate benefit system.	1	2	3	4	5

HR Professionals Willingness

Definition:

Will is associated with intrinsic motivation to be effective or not. If HR professionals lack the willingness and motivation to contribute their knowledge and expertise, then he/she may not be effective. One way by which HR department can add value to the organization is that HR professionals be willing to actively contribute to HRM strategies and their implementation.

No.	Statements	S.Dis.	Dis.	N	Agr.	S.Agr.
1.	HR professionals in our bank are positive towards their own career growth.	1	2	3	4	5
2.	HR professionals in our bank are self-motivated to take proactive actions.	1	2	3	4	5
3.	HR professionals in our bank are willing to develop people within the bank.	1	2	3	4	5
4.	HR professionals in our bank have shown their desire to contribute to improve the bank's performance.	1	2	3	4	5
5.	HR professionals in our bank have shown their ability to facilitate the implementation of improvement strategies in the bank.	1	2	3	4	5
6.	HR professionals in our bank have the attitude to perform their job effectively.	1	2	3	4	5
7.	HR professionals show the willingness to contribute their knowledge into HR functions.	1	2	3	4	5

PART IV

THE ROLE OF ORGANIZATIONAL SUPPORT

Please read the following statements and **encircle** the response that closely represents your opinion. The statements are anchored on the following 5 point Likert Scale:

1 - Strongly Disagree: 2 - Disagree: 3 - Neutral: 4 - Agree: 5 – Strongly

Agree:

Organizational Support

Definition: One of the important factors that has been said to effect/improve employees' performance is organizational support; such as organizational resources, e.g. infrastructure, financial resources and moral support.

No.	Statements	S.Dis.	Dis.	N	Agr.	S.Agr.
1.	Top management has clearly communicated the bank vision/mission to the HR professionals.	1	2	3	4	5
2.	HR department has adequate staff to do their work effectively.	1	2	3	4	5
3.	HR department has the latest technology to perform their job effectively.	1	2	3	4	5
4.	HR department has the empowerment to implement the policy decision which can lead to HR professionals' effectiveness.	1	2	3	4	5
5.	The HR professionals in our bank have enough organizational support to perform effectively.	1	2	3	4	5
6.	HR department has been provided with adequate training budget in order to enhance the competency level of their HR professionals.	1	2	3	4	5
7.	HR professionals in our bank have organizational support to provide accurate and candid performance feedback.	1	2	3	4	5
8.	The bank provides helpful working environment to HR professionals which will lead to self-motivation to perform their job.	1	2	3	4	5
9.	HR professionals in our bank are competent to perform their duty effectively but they don't have support from the organization.	1	2	3	4	5
10	HR professionals in our bank are willing to do their job effectively but they have not received support from the Organization.	1	2	3	4	5

THANK YOU !

Appendix 2

Outlier Detection Results

Alpha	0.001	0.01	0.05
Chi square	26.12448	20.09024	15.50731

Outlier Table

Sr.#	Mahalanobis	Cook	Lev	Sr.#	Mahalanobis	Cook	Law
1	31.82225	.01039	.17485	93	6.48984	.02053	.03597
2	29.65776	.00893	.16295	94	6.48638	.01114	.03566
3	28.19849	.07149	.15494	95	6.47614	.00024	.03564
4	23.46990	.01115	.12896	96	6.45504	.03826	.03558
5	20.62271	.02241	.11331	97	6.33555	.00030	.03547
6	19.82834	.02079	.10895	98	6.31644	.00373	.03481
7	19.31157	.00027	.10611	99	6.30838	.00246	.03471
8	19.02474	.07180	.10453	100	6.21902	.00084	.03466
9	18.82386	.01034	.10343	101	6.20766	.00535	.03417
10	18.08587	.00467	.09937	102	6.19259	.00188	.03411
11	16.70973	.00173	.09181	103	6.07675	.00038	.03403
12	16.34654	.00901	.08982	104	5.83553	.00110	.03339
13	16.28373	.00030	.08947	105	5.69987	.00315	.03206
14	16.23059	.00455	.08918	106	5.64799	.00166	.03132
15	15.56784	.06767	.08554	107	5.55570	.00116	.03103
16	15.47327	.00254	.08502	108	5.55138	.00215	.03053
17	15.03990	.00074	.08264	109	5.54741	.00125	.03050
18	14.68960	.00061	.08071	110	5.41061	.00088	.03048
19	14.57046	.00055	.08006	111	5.40422	.00170	.02973
20	13.88529	.01778	.07629	112	5.35344	.00121	.02969
21	13.86143	.00638	.07616	113	5.24342	.00000	.02941
22	13.70147	.03694	.07528	114	5.23620	.00252	.02881
23	13.57628	.00142	.07459	115	5.23324	.00005	.02877
24	13.49900	.00012	.07417	116	5.22552	.00063	.02875
25	13.45108	.00241	.07391	117	5.12508	.00034	.02871
26	13.37855	.00167	.07351	118	5.12508	.00034	.02816

27	13.37626	.00216	.07350	119	5.09888	.00281	.02816
28	13.24424	.00118	.07277	120	5.05166	.00190	.02802
29	13.17125	.02731	.07237	121	4.96242	.00000	.02776
30	12.95895	.09726	.07120	122	4.95788	.01011	.02727
31	12.68570	.00058	.06970	123	4.87859	.00064	.02724
32	12.62908	.03236	.06939	124	4.86436	.00143	.02681
33	12.31773	.00452	.06768	125	4.77174	.00041	.02673
34	12.17161	.00054	.06688	126	4.71301	.00910	.02622
35	11.70915	.00271	.06434	127	4.63216	.00696	.02590
36	11.70532	.00007	.06431	128	4.61115	.00017	.02545
37	11.60135	.03935	.06374	129	4.51134	.00047	.02534
38	11.49074	.00825	.06314	130	4.50496	.00812	.02479
39	11.33140	.00049	.06226	131	4.42436	.00692	.02475
40	11.01340	.00080	.06051	132	4.40701	.00312	.02431
41	11.00108	.00446	.06045	133	4.33668	.00243	.02421
42	10.97058	.00950	.06028	134	4.32931	.00267	.02383
43	10.86738	.00035	.05971	135	4.20745	.00420	.02379
44	10.84149	.00223	.05957	136	4.20023	.00009	.02312
45	10.48706	.00004	.05762	137	4.14805	.00102	.02308
46	10.43188	.00196	.05732	138	4.12963	.00030	.02279
47	10.42730	.00638	.05729	139	4.12963	.00030	.02269
48	10.29917	.00000	.05659	140	4.03342	.00280	.02269
49	10.19864	.01924	.05604	141	3.99259	.00100	.02216
50	10.08342	.00219	.05540	142	3.99174	.00519	.02194
51	9.95282	.00141	.05469	143	3.94692	.00027	.02193
52	9.67688	.00008	.05317	144	3.92780	.00043	.02169
53	9.57315	.01289	.05260	145	3.79586	.00551	.02158
54	9.49058	.00019	.05215	146	3.77209	.00184	.02086
55	9.45520	.00001	.05195	147	3.76930	.00010	.02073
56	9.43326	.00249	.05183	148	3.76364	.00011	.02071
57	9.36753	.00037	.05147	149	3.61682	.00041	.02068
58	9.36046	.00097	.05143	150	3.57412	.00008	.01987
59	9.28202	.05829	.05100	151	3.47084	.00027	.01964
60	9.09612	.01059	.04998	152	3.46798	.00014	.01907
61	9.04368	.03460	.04969	153	3.31457	.00086	.01905
62	8.93116	.00160	.04907	154	3.22331	.00003	.01821

63	8.88632	.00008	.04883	155	3.22253	.00444	.01771
64	8.79415	.00059	.04832	156	3.18246	.00601	.01771
65	8.79343	.00028	.04832	157	3.16552	.00206	.01749
66	8.74918	.00005	.04807	158	3.13731	.00627	.01739
67	8.73410	.02921	.04799	159	3.12927	.00966	.01724
68	8.66433	.00542	.04761	160	2.86554	.00057	.01719
69	8.56080	.00370	.04704	161	2.85585	.00199	.01574
70	8.52378	.00363	.04683	162	2.84701	.00001	.01569
71	8.47768	.00167	.04658	163	2.78466	.00190	.01564
72	8.46716	.01347	.04652	164	2.76383	.00027	.01530
73	8.20274	.00183	.04507	165	2.63296	.00230	.01519
74	8.04371	.00498	.04420	166	2.62836	.00401	.01447
75	7.93250	.02778	.04359	167	2.62239	.00667	.01444
76	7.89812	.00164	.04340	168	2.57849	.00003	.01441
77	7.86527	.00026	.04322	169	2.46311	.00003	.01417
78	7.79398	.00123	.04282	170	2.37980	.00031	.01353
79	7.59512	.00465	.04173	171	2.24705	.00076	.01308
80	7.47793	.00004	.04109	172	2.21183	.00262	.01235
81	7.40162	.00403	.04067	173	1.93793	.00040	.01215
82	7.27396	.03107	.03997	174	1.76544	.00265	.01065
83	7.08405	.01131	.03892	175	1.75367	.00100	.00970
84	7.07206	.01490	.03886	176	1.67979	.00203	.00964
85	7.02456	.01134	.03860	177	1.65826	.00080	.00923
86	6.98454	.00142	.03838	178	1.65402	.00174	.00911
87	6.76979	.00051	.03720	179	1.62131	.00013	.00909
88	6.72108	.00692	.03693	180	1.60163	.00000	.00891
89	6.70459	.00163	.03684	181	1.41978	.00036	.00880
90	6.64030	.00000	.03649	182	.94384	.00059	.00780
91	6.56288	.00013	.03606	183	92318	.00010	.00519
92	6.54616	.00021	.03671				

Appendix 3
Test of Normality

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Studentized Residual	183	100.0%	0	.0%	183	100.0%

Descriptives

			Statistic	Std. Error
Studentized Residual	Mean		-.0027009	.07433599
	95% Confidence Interval for Mean	Lower Bound	-.1493721	
		Upper Bound	.1439702	
	5% Trimmed Mean		-.0066348	
	Median		-.0860276	
	Variance		1.011	
	Std. Deviation		1.00559861	
	Minimum		-2.84041	
	Maximum		3.24677	
	Range		6.08718	
	Interquartile Range		1.18149	
	Skewness		.117	.180
	Kurtosis		.679	.357

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Studentized Residual	.044	183	.200*	.991	183	.340

a. Lilliefors Significance Correction

*. This is a lower bound of the true significance.

Appendix 4

Inter-Item Correlations of All Variables

Inter-Item Correlation Matrix of HR Professionals' Effectiveness (HRPE)

	HRPE-Q1	HRPE-Q2	HRPE-Q3	HRPE-Q4	HRPE-Q5	HRPE-Q6	HRPE-Q7	HRPE-Q8	HRPE-Q9	HRPE-Q10	HRPE-Q11
HRPE-Q1	1.000										
HRPE-Q2	.810	1.000									
HRPE-Q3	.688	.741	1.000								
HRPE-Q4	.699	.674	.711	1.000							
HRPE-Q5	.669	.704	.602	.706	1.000						
HRPE-Q6	.603	.651	.638	.596	.693	1.000					
HRPE-Q7	.648	.599	.591	.626	.713	.670	1.000				
HRPE-Q8	.567	.692	.552	.560	.570	.634	.553	1.000			
HRPE-Q9	.607	.685	.571	.589	.652	.544	.562	.731	1.000		
HRPE-Q10	.672	.652	.620	.598	.632	.592	.587	.668	.730	1.000	
HRPE-Q11	.699	.755	.626	.646	.707	.670	.671	.709	.714	.775	1.000

Inter-Item Correlation Matrix of Credible Activist (CA)

	CA-Q1	CA-Q2	CA-Q3	CA-Q4	CA-Q5	CA-Q6	CA-Q7	CA-Q8	CA-Q9
CA-Q1	1.000								
CA-Q2	.752	1.000							
CA-Q3	.599	.571	1.000						
CA-Q4	.526	.561	.575	1.000					
CA-Q5	.551	.489	.484	.703	1.000				
CA-Q6	.491	.431	.484	.407	.489	1.000			
CA-Q7	.415	.429	.478	.374	.434	.671	1.000		
CA-Q8	.385	.330	.339	.336	.385	.448	.474	1.000	
CA-Q9	.463	.408	.480	.397	.393	.594	.635	.648	1.000

Inter-Item Correlation Matrix of Talent Manager / Organization Designer (TMOD)

	TMOD-Q1	TMOD-Q2	TMOD-Q3	TMOD-Q4	TMOD-Q5	TMOD-Q6	TMOD-Q7	TMOD-Q8	TMOD-Q9	TMOD-Q10
TMOD-Q1	1.000									
TMOD-Q2	.742	1.000								
TMOD-Q3	.646	.704	1.000							
TMOD-Q4	.468	.517	.697	1.000						
TMOD-Q5	.475	.517	.569	.604	1.000					
TMOD-Q6	.224	.250	.237	.201	.252	1.000				
TMOD-Q7	.402	.418	.475	.440	.428	.294	1.000			
TMOD-Q8	.410	.383	.410	.392	.404	.252	.694	1.000		
TMOD-Q9	.404	.378	.314	.355	.406	.236	.572	.729	1.000	
TMOD-Q10	.410	.389	.452	.421	.445	.133	.573	.708	.750	1.000

Inter-Item Correlation Matrix of Culture & Change Steward (CCS)

	CCS-Q1	CCS-Q2	CCS-Q3	CCS-Q4	CCS-Q5	CCS-Q6	CCS-Q7	CCS-Q8
CCS-Q1	1.000							
CCS-Q2	.767	1.000						
CCS-Q3	.602	.722	1.000					
CCS-Q4	.502	.610	.663	1.000				
CCS-Q5	.545	.639	.618	.782	1.000			
CCS-Q6	.416	.373	.490	.512	.551	1.000		
CCS-Q7	.425	.433	.460	.528	.581	.662	1.000	
CCS-Q8	.435	.494	.529	.592	.615	.626	.766	1.000

Inter-Item Correlation Matrix of Strategic Architect (SA)

	SA-Q1	SA-Q2	SA-Q3	SA-Q4	SA-Q5	SA-Q6	SA-Q7	SA-Q8	SA-Q9	SA-Q10	SA-Q11	SA-Q12
SA-Q1	1.000											
SA-Q2	.764	1.000										
SA-Q3	.714	.716	1.000									
SA-Q4	.616	.650	.735	1.000								
SA-Q5	.599	.580	.702	.766	1.000							
SA-Q6	.508	.510	.603	.652	.718	1.000						
SA-Q7	.553	.502	.587	.608	.662	.725	1.000					
SA-Q8	.518	.493	.593	.614	.641	.665	.737	1.000				
SA-Q9	.572	.578	.586	.587	.547	.565	.608	.636	1.000			
SA-Q10	.548	.528	.584	.598	.530	.531	.589	.651	.694	1.000		
SA-Q11	.497	.534	.459	.494	.533	.481	.533	.559	.604	.652	1.000	
SA-Q12	.568	.518	.510	.597	.598	.546	.583	.646	.604	.684	.736	1.000

Inter-Item Correlation Matrix of Business Allay (BA)

	BA-Q1	BA-Q2	BA-Q3	BA-Q4	BA-Q5	BA-Q6	BA-Q7	BA-Q8	BA-Q9	BA-Q10	BA-Q11
BA-Q1	1.000										
BA-Q2	.717	1.000									
BA-Q3	.576	.702	1.000								
BA-Q4	.576	.585	.721	1.000							
BA-Q5	.538	.560	.692	.815	1.000						
BA-Q6	.513	.524	.654	.714	.734	1.000					
BA-Q7	.483	.539	.580	.590	.696	.775	1.000				
BA-Q8	.430	.449	.527	.629	.680	.681	.665	1.000			
BA-Q9	.478	.530	.515	.556	.653	.610	.620	.718	1.000		
BA-Q10	.470	.535	.576	.587	.635	.618	.597	.634	.768	1.000	
BA-Q11	.582	.581	.559	.626	.663	.679	.643	.676	.720	.751	1.000

Inter-Item Correlation Matrix of Operational Executor (OE)

Inter-Item Correlation Matrix of HR Professionals' Willingness (HRPW)								-Q8
OE-Q2	.626	1.000						
OE-Q3	.492	.626	1.000					
OE-Q4	.506	.553	.739	1.000				
OE-Q5	.482	.486	.589	.731	1.000			
OE-Q6	.432	.524	.534	.676	.634	1.000		
OE-Q7	.406	.532	.469	.571	.623	.729	1.000	
OE-Q8	.297	.454	.441	.526	.569	.671	.754	1.000

	HRPW-Q1	HRPW-Q3	HRPW-Q3	HRPW-Q4	HRPW-Q5	HRPW-Q6	HRPW-Q7
HRPW-Q1	1.000						
HRPW-Q2	.356	1.000					
HRPW-Q3	.305	.718	1.000				
HRPW-Q4	.306	.689	.733	1.000			
HRPW-Q5	.290	.647	.723	.763	1.000		
HRPW-Q6	.288	.653	.740	.750	.812	1.000	
HRPW-Q7	.281	.673	.740	.740	.873	.829	1.000

Inter-Item Correlation Matrix of Organizational Support (OS)

	OS-Q1	OS-Q2	OS-Q3	OS-Q4	OS-Q5	OS-Q6	OS-Q7	OS-Q8	OS-Q9	OS-Q10
OS-Q1	1.000									
OS-Q2	.789	1.000								
OS-Q3	.773	.804	1.000							
OS-Q4	.694	.716	.688	1.000						
OS-Q5	.694	.735	.678	.760	1.000					
OS-Q6	.645	.695	.648	.661	.766	1.000				
OS-Q7	.639	.642	.627	.651	.700	.698	1.000			
OS-Q8	.546	.566	.547	.548	.596	.645	.732	1.000		
OS-Q9	-.441	-.449	-.373	-.278	-.369	-.263	-.241	-.203	1.000	
OS-Q10	-.436	-.424	-.355	-.272	-.366	-.234	-.281	-.161	.888	1.000

Appendix 5

Reliability Analysis of All Variables

Reliability Analyses of HR Professionals' Effectiveness			
No. of Items	Dependent Variable	Cronbach's Alpha Item Deleted	Overall Cronbach Alpha of (HRPE)
1.	Efficient Recruiting	.948	.953
2.	Responsive	.946	
3.	Timely Information	.949	
4.	Value added contribution	.949	
5.	Building human capital	.948	
6.	HR Policies generally supportive	.949	
7.	Effective policies for Business	.950	
8.	Motivation and moral employees	.950	
9.	Met employees expectation	.949	
10.	Facilities for career	.948	
11.	Overall satisfied	.946	
ANOVA Result: Statistics: F = 11.502; p<.000			

Reliability Analysis of Credible Activist			
No. of Items	Independent Variable	Cronbach's Alpha Item Deleted	Overall Cronbach Alpha of (CA)
1.	Meet their commitment	.878	.894
2.	Earned our respect	.882	
3.	Accurate error free work	.881	
4.	Role models for us	.883	
5.	Respond promptly our issues	.882	
6.	Effective written skills	.881	
7.	Verbal communication skills	.882	
8.	Influence others	.890	
9.	Effective interpersonal skills	.881	
ANOVA Result Statistics: F = 15.174; p<.000			

Reliability Analysis of Talent Manager / Organization Designer			
No. of Items	Independent Variable	Cronbach's Alpha Item Deleted	Overall Cronbach Alpha of (TMOD)
1.	Accurate and candid feedback	.899	.907
2.	Attracting talented employees	.898	
3.	Promote talented employees	.894	
4.	Retain talented employees	.899	
5.	Clear performance standards	.898	
6.	Training programs for employees	.900	
7.	Performing organizational analysis & audit	.896	
8.	Facilitate organizational structure	.896	
9.	Design internal communication processes	.899	
10.	Know when to leverage teams	.897	
ANOVA Result Statistics: F= 1.887; p<.050			

Reliability Analysis of Culture and Change Steward			
No. of Items	Independent Variable	Cronbach's Alpha Item Deleted	Overall Cronbach Alpha of (CCA)
1.	Helping employees to understand change	.905	.912
2.	Facilitate the change process	.899	
3.	Monitor the change processes	.899	
4.	Proactive in bring about change	.897	
5.	Communicating the desire culture	.894	
6.	Design & deliver HR practices to maintain culture	.907	
7.	Share knowledge across organization	.903	
8.	Help to create the change	.900	
ANOVA Result Statistics: F= 4.496; p<.000			

Reliability Analysis of Strategic Architect			
No. of Items	Independent Variable	Cronbach's Alpha Item Deleted	Overall Cronbach Alpha of (SA)
1.	Develop business strategy	.943	.947
2.	Constructive problem solving	.944	
3.	Forecast potential obstacles	.942	
4.	Develop future business vision	.941	
5.	Identify business problems	.942	
6.	Recognize business trends	.943	
7.	Building brand image	.942	
8.	Aligned around major change	.942	
9.	Contributing business initiatives	.943	
10.	Dissemination of customer information	.943	
11.	Remove low value work	.945	
12.	Business strategy into annual business initiatives	.943	
ANOVA Result Statistics: F= 1.234; p<.259			

Reliability Analysis of Business Ally			
No. of Items	Independent Variable	Cronbach's Alpha Item Deleted	Overall Cronbach Alpha of (BA)
1.	Perform competitors analysis	.940	.942
2.	Take care external customers	.938	
3.	Aware of business model	.942	
4.	Knowledge about Pakistani banking	.935	
5.	Familiar with new technologies	.933	
6.	Realize R&D importance	.934	
7.	Perform R&D	.936	
8.	Know the operations of the bank	.936	
9.	Aware external political environment	.936	
10.	Aware social issues	.935	
11.	Familiar with merger and acquisition	.934	
ANOVA Result Statistics: F= 2.527; p<.005			

Reliability Analysis of Operational Executor			
No. of Items	Independent Variable	Cronbach's Alpha Item Deleted	Overall Cronbach Alpha of (OE)
1.	Allocate physical resources	.902	.903
2.	Managing labor policies	.892	
3.	Use IT for implementation of HR practices	.891	
4.	Use IT for better decision	.883	
5.	Develop suitable training program for employees	.887	
6.	Design performance based compensation system	.884	
7.	Design non-financial rewards	.887	
8.	Design appropriate benefit system	.895	

ANOVA Result Statistics: $F= 12.763$; $p<.000$

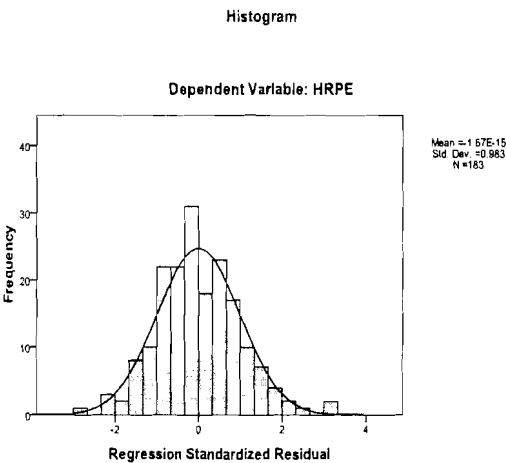
Reliability Analysis of HR Professionals' Willingness			
No. of Items	Independent Variable	Cronbach's Alpha Item Deleted	Overall Cronbach Alpha of (HRPW)
1.	Positive their own career growth	.943	.944
2.	Self motivated	.937	
3.	Willing to develop people	.935	
4.	Desire to contribute	.935	
5.	Facilitate the implementation of strategies	.933	
6.	Attitude to perform effectively	.933	
7.	Willingness to contribute knowledge	.932	

ANOVA Result Statistics: $F= 7.775$; $p<.000$

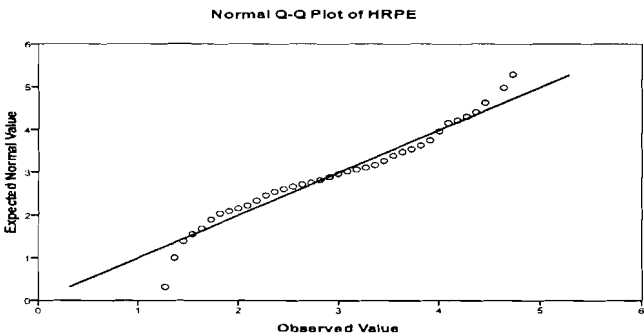
Reliability Analysis of Organizational Support			
No. of Items	Moderating Variable	Cronbach's Alpha Item Deleted	Overall Cronbach Alpha of (OS)
1.	Communicate vision to HR professional	.932	.941
2.	Adequate staff	.928	
3.	Latest technology to perform job	.931	
4.	Empowerment to implement the policy	.932	
5.	Enough organizational support	.930	
6.	Adequate training budget	.932	
7.	Organizational support to provide accurate feedback	.934	
8.	Provide helpful working environment	.940	

ANOVA Result Statistics: $F= 2.043$; $p<.048$

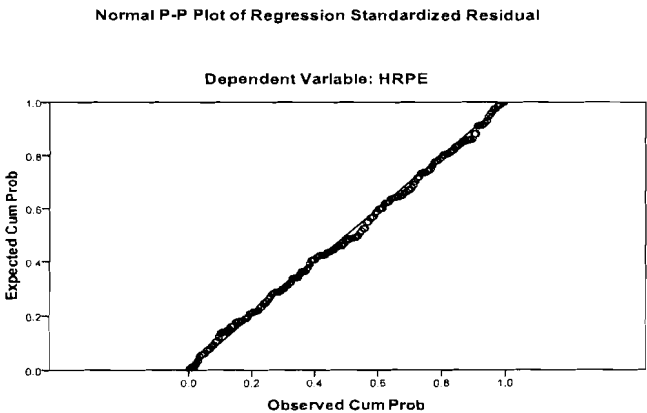
Appendix 6
Histogram of the Regression Residual



Testing Normality using Q-Q Plot



Testing Normality using Normal Probability Plot



Appendix 7

Regression Analysis of HR Professionals' Social Competencies

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.847 ^a	.717	.715	.49015	.717	458.238	1	181	.000	1.889

a. Predictors: (Constant), HRSC

b. Dependent Variable: HRPE

ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	110.089	1	110.089	458.238	.000 ^a
Residual	43.484	181	.240		
Total	153.573	182			

a. Predictors: (Constant), HRSC

b. Dependent Variable: HRPE

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-.647	.165		-3.921	.000		
HRSC	1.140	.053	.847	21.406	.000	1.000	1.000

a. Dependent Variable: HRPE

Sub Constructs of HR Social Competencies (Credible Activist, Talent Manager/Organizational Designer and Culture and Change Steward)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.861 ^a	.741	.736	.47171	.741	170.393	3	179	.000	1.828

a. Predictors: (Constant), CCS, CA, TMOD

b. Dependent Variable: HRPE

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	113.743	3	37.914	170.393	.000 ^a
	Residual	39.830	179	.223		
	Total	153.573	182			

a. Predictors: (Constant), CCS, CA, TMOD

b. Dependent Variable: HRPE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.731	.160		-4.561	.000
	CA	.671	.074	.523	9.098	.000
	TMOD	.254	.085	.208	2.974	.003
	CCS	.247	.075	.211	3.277	.001

a. Dependent Variable: HRPE

Appendix 8

Regression Analysis of HR Professionals' Technical Competencies

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.804 ^a	.647	.645	.54721	.647	331.876	1	181	.000	2.025

a. Predictors: (Constant), HRTC

b. Dependent Variable: HRPE

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	99.375	1	99.375	331.876	.000 ^a
	Residual	54.198	181	.299		
	Total	153.573	182			

a. Predictors: (Constant), HRTC

b. Dependent Variable: HRPE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.194	.169		-1.144	.254
	HRTC	.992	.054	.804	18.217	.000

a. Dependent Variable: HRPE

Sub constructs of HR Technical Competencies (Strategic Architect, Business Ally and Operational Executor)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.809 ^a	.655	.649	.5444	.655	113.033	3	179	.000	2.057

a. Predictors: (Constant), OE, SA, BA

b. Dependent Variable: HRPE

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	100.514	3	33.505	113.033	.000 ^a
	Residual	53.058	179	.296		
	Total	153.573	182			

a. Predictors: (Constant), OE, SA, BA

b. Dependent Variable: HRPE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.162	.184		-.881	.380		
	SA	.554	.090	.500	6.128	.000	.290	3.444
	BA	.226	.086	.219	2.627	.009	.278	3.601
	OE	.211	.066	.176	3.218	.002	.646	1.549

a. Dependent Variable: HRPE

Appendix 9

Regression Analysis of HR Professionals' Willingness

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.777 ^a	.604	.602	.57936	.604	276.522	1	181	.000	1.926

a. Predictors: (Constant), Willing

b. Dependent Variable: HRPE

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	92.818	1	92.818	276.522	.000 ^a
	Residual	60.755	181	.336		
	Total	153.573	182			

a. Predictors: (Constant), Willing

b. Dependent Variable: HRPE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.500	.145		3.456	.001		
	Willing	.752	.045	.777	16.629	.000	1.000	1.000

a. Dependent Variable: HRPE

Appendix 10

HR Professionals’ Social Competencies with interaction of Organizational Support

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.868 ^a	.753	.750	.45919	1.955

a. Predictors: (Constant), HRSC, OrgSup

b. Dependent Variable: HRPE

ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	115.619	2	57.810	274.169	.000 ^a
Residual	37.954	180	.211		
Total	153.573	182			

a. Predictors: (Constant), HRSC, OrgSup

b. Dependent Variable: HRPE

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1(Constant)	-.668	.155		-4.319	.000		
OrgSup	.252	.049	.269	5.121	.000	.499	2.006
HRSC	.884	.071	.656	12.507	.000	.499	2.006

a. Dependent Variable: HRPE

Appendix 11

HR Professionals' Technical Competencies with interaction of Organizational Support

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.826 ^a	.683	.680	.52001	2.018

a. Predictors: (Constant), HRTC, OrgSup

b. Dependent Variable: HRPE

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	104.900	2	52.450	193.967	.000 ^a
	Residual	48.673	180	.270		
	Total	153.573	182			

a. Predictors: (Constant), HRTC, OrgSup

b. Dependent Variable: HRPE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.234	.161		-1.454	.148		
	OrgSup	.273	.060	.291	4.520	.000	.425	2.352
	HRTC	.720	.079	.584	9.074	.000	.425	2.352

a. Dependent Variable: HRPE

Appendix 12

HR Professionals’ Willingness with interaction of Organizational Support

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.796 ^a	.634	.630	.55887	1.934

a. Predictors: (Constant), Willing, OrgSup

b. Dependent Variable: HRPE

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	97.353	2	48.676	155.847	.000 ^a
Residual	56.220	180	.312		
Total	153.573	182			

a. Predictors: (Constant), Willing, OrgSup

b. Dependent Variable: HRPE

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.338	.146		2.312	.022		
OrgSup	.279	.073	.297	3.810	.000	.335	2.988
Willing	.518	.075	.535	6.864	.000	.335	2.988

a. Dependent Variable: HRPE