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THE EFFECTS OF SUSTAINABLE HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE: THE MODERATING ROLE OF ORGANIZATIONAL COMMITMENT

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KEYWORDS	ABSTRACT
Employees' Performance. Sustainable HRM Practices, Commitment	<p>The article aimed to examine moderating effects of organizational commitment between sustainable human resources practices and the performance of employees. Human resources management (HRM) practices and employees commitment leading to enhance employee performance were fragmented and tangled in resource-based view which needs exploration. This study intends to measure the effect of recruitment and selection, training and development, compensation and rewards and performance appraisal on employee performance. The researchers have selected the cross-sectional research design. Instruments were validated over Cronbach's alpha and exploratory factor analysis using the average variance extracted and composite reliabilities values. It was found that organizational commitment act as moderator between the human resources practices and employee performance. This study is a valuable extension of the resource-based view theory, HRM practices and performance over commitment as a moderator. This study successfully validated RBV theory in Pakistan's context by providing significant outcomes.</p> <div style="text-align: center;">  </div> <p style="text-align: right; color: red;"><i>2020 Gomal University Journal of Research</i></p>
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INTRODUCTION

Several motivational techniques and strategies have been used by organizations to enhance the sustainable organizational as well as employees performance (Raut, Narkhede & Gardas, 2017). According to Resource-Based View (RBV), human capital is valuable resource for organizations that other competitors can not easily imitate and this resource contributes to the competitive advantage of organizations (Barney, 2000). It is believed that if HRM practices align with the organizational and employees' objectives can have a synergetic impact on the performance of employees' (Malik, Cao, Mughal, Kundi, Mughal & Ramayah, 2020). The research on change management, conflict and sustainable management is gaining momentum and catching the attention of human resource professionals across the world; however, the most critical issue is how to use the human resources effectively (Riccioli, Fratini, Marone, Fagarazzi, Calderisi &

Brunialti, 2019). No organization can implement its policies successfully until and when issues of human resources are solved (Zada, Shah, Yukun, Rauf, Khan & Shah, 2019). A firm with the effective HRM practices experiences the sustainable development of the organization that will enhance the economic opportunities to meet the goals of an organization (Ibrahim & Rahman, 2017).

Human resource management practices play a major role in skills development, abilities and approach of employees' to improve their performance and efficiency. Thus, implementation of successful HRM practices leads to improved levels of performance of both organizational and individuals (Saeed & Mughal, 2019). Effective organizations are becoming increasingly aware of the important role of HR practices. Hence, several HRM practices have been recognized by different researchers that have significant effect on performance (Hassan, 2016). Researchers have confirmed that HRM practices have an instrumental and positive connection with the employees' performance (Jouda, Ahmad & Dahleez, 2016). HRM is approach to development of a highly committed and competent workforce. Hence, human resource (HR) practices are positively related to behaviors and attitudes of the employees' which affect their commitment (Saha & Gregar, 2018). The sustainable HRM is innovative idea researched by some academics and practitioners. it used as a gateway linking HRM with sustainability. Sustainable HRM has no settled definition (Hong & Kim (2019). Sustainable HRM submits new human management approach with an emphasis on the sustainable development, renewal and restoration of the sources.

Sustainability values can be integrated into HRM practices that provide workers with long term economic and social well-being. Sustainable HRM used to refer to human and social outcomes which contribute to the organization's long term survival significantly (Kramar, 2014). Besides, sustainable human resource management emphasizes the significance of HRM practices for organizational results beyond economic and financial performance (Ehnert & Harry, 2012). HR practices have always been a research topic for many researchers but mostly conducted in the developed countries. In developing countries like Pakistan researchers focused manufacturing sector, telecom sector, banking sector but forest sector required great attention as no empirical study has been done yet in this domain. Hence, the gap in the literature suggests the requisite of studying the impacts of HR practices on the performance of forestry employees. As no prior study has been found regarding sustainable HRM practices in forest departments in Pakistan, thus researchers selected four HR practices to assess the performance of forestry employees. The motive why practices were chosen is that these associate sustainability with HRM practices and this study seeks to expand knowledge of sustainable HRM by disclosing suggested four HR practices.

Thus, the current study assumes to contribute theoretically to sustainable HRM research. A question could be raised in this regard, so, do sustainable HRM practices enhance employee performance in forest organizations? The objective of the current study is to observe the effects of sustainable HRM practices on the performance of forestry employees. Besides, to investigate the moderating effect of organizational commitment between sustainable HRM practices and employees performance. Moreover, this research by incorporating organizational commitment as the moderator between HRM practices and employee performance is the worthy extension. Forest departments of Pakistan face the problem of addressing problem of low commitment of their employees which ultimately affects the performance of employees. The theory of RBV and

theory of employee commitment are used suggested by scholars (Barney, 2000; Allen & Meyer, 1990).

LITERATURE REVIEW

This section provide the literature in the light of existing research studies about HRM practices, employees performance and organizational commitment that have been explored formerly by researchers.

Sustainable HRM Practices

The term sustainability means durable and longer. An increasing number of organization place sustainability on the management agenda (Kiron, Kruschwitz, Haanaes & Velken, 2012). The success of the organizations is not just characterized by financial stabilities but also in terms of social justice and environmental credibility (Cohen, Taylor & Muller, 2012). Researchers have studied various aspects of sustainable HRM. Several researchers, research on factors affecting HRM sustainability of in organizations (Tooranloo, Azadi & Sayyahpoor, 2017). Some studies focus on social, economic benefits, change in environmental health and employee behavior that sustainable HRM could propose (Ehnert, 2009; Kim, Kim, Choi & Phetvaroon, 2019). Thus, Ehnert (2009) connected sustainability with human resource management elements. He used the paradox theory to explore sustainability and association with HRM through diverse scopes. In general, sustainable HRM highlights the achievement of long term reproduction of human resources while at same time realization of social, economic and ecological objectives (Kramar, 2014).

Recruitment and Selection & Employee Performance

The HR function's central role allows it to play a vital role in supporting sustainable practices through profound, wide, external and internal relationships (Malik et al., 2020). Jepsen and Grob (2015) proposed a framework for sustainable recruitment and selection practices that HR professionals may include in regular process of hiring and selection. Recruitment and selection is one of most critical activities of HRM which is essential for the success of any organization as it affects the efficient performance of the employees and also affects the performance of the organizations (Mustapha, Ilesanmi & Aremu, 2013). Thus, recruitment and selection process allows an organization to build a skilled and competent workforce to improve the employees' performance. The study results explored that sustainable HR practices like selection, employee participation and empowerment has positive impact on employee performance. So, it is poised that:

H1a: Sustainable recruitment and selection are positively related to employee performance.

Training and Development & Performance

The research study of Ibrahim & Rahman (2017) exposed that sustainable HRM practices such as training & development and promotion are very crucial to ensure the retention of employees in public sector. The literature on managing people also highlighted the fact that organization-specific human resource management practices are key toward success (Saha & Gregar, 2018). Thus, According to Grossman and Salas (2011), training and development (T&D) add values to the skills of the employees and increase their satisfaction from the job and results in the strong commitment and better performance. To ensure the sustainability of organization training and development and learning opportunities should be increased. Empirical evidence of the impact of training on organizational productivity and mutual benefit for both employee and employer

were identified by previously (Kusumawati & Wahyuni, 2019). Therefore, it is hypothesized that:

H1b: Sustainable training and development are positively related to employee performance.

Compensation and Rewards & Employee Performance

The maintenance and implementation of the effective compensation system is dynamic for the organization. Therefore, connection between performance of employees and effective system of compensation leads to sustainable performance of an entire organization. Nwude and Uduji (2013) identified compensation and reward system as the critical HR practices which efficiently contribute to individual and organizational results. Therefore, to encourage the employees to perform more effectively, thus, employees should be offered competitive fringe benefits and effective rewards system by the organization. Thus, (Karami, Dolatabadi & Rajeepour, 2013) reported the reward management system has a positive impact on employee performance (EP). Also, the findings of (Kadir, AlHosani & Ismail, 2019; Nwude and Uduji, 2013) indicated that fair compensation has a significant impact on employee job performance. Hence, it is poised that:

H1c: Sustainable compensation and rewards are positively related to employee performance.

Performance Appraisal & Employees Performance

The performance evaluation is formalized process in which the management of an organization observes employees output and efficiency and takes measures to boost employee productivity and efficiency (Jouda et al., 2016). Performance appraisal ought to be conducted periodically to assess an individuals performance. The organizations must evaluate performance of employees in order to improve their output and effectiveness. Thus, the goal of performance appraisal is to get maximum use of abilities, attitudes and skills of each employee (Idowu, 2017). Performance appraisal system could also be used in setting standards and goals and to find the strength and weaknesses of employees. Findings of research study conducted by Khan (2017) showed that performance appraisal and HR practices were associated with performance. So, it hypothesized that:

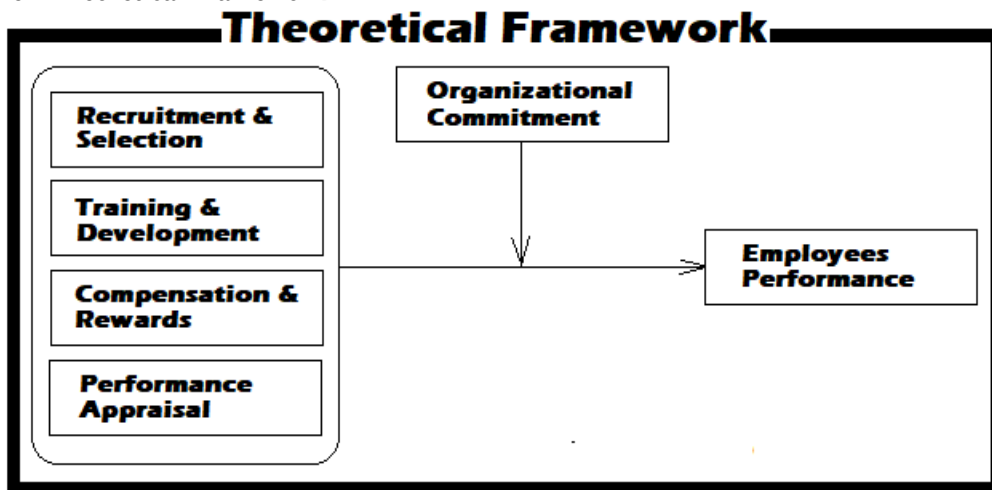
H1d: Sustainable performance appraisal is positively related to employee performance.

Moderating Role of Commitment in HRM Practices & Employee Performance

Commitment is cognitive process' and has implications for decision to remain organization's member. Organizations could take competitive edge by reducing turnover, and absence (Allen & Meyer, 1990). The organizational commitment is described by the attitudes of employees, as attitudes reflect sentiments such as attachment, allegiance and identification to organization (Guest & Conway, 2011). Organizational commitment (OC) was used as moderator in previous studies, like, Sabwami (2015) and their study had analyzed the three elements of organizational commitment as moderator between relationship high-performance work practices (training and development, participation and involvement, performance appraisal, selective hiring and job security) and organizational performance. Results revealed that commitment moderated the relationship between high-performance work practices and organizational performance. Consequently, from the existing research studies, the present study also proposed the below hypotheses:

- H2a: OC has moderating effect between relationship of sustainable R&S and EP.
- H2b: OC has moderating effect between relationship of sustainable T&D and EP.
- H2c: OC has moderating effect between relationship of sustainable C&R and EP.
- H2d: OC has moderating effect between relationship of sustainable PA and EP.

Figure 1 Theoretical Framework



MATERIALS AND METHODS

This section provide the details about the methods and procedures and tools and techniques for conducting the research by appling the methods required for conducting research study systematically.

Population and Sampling

There are six forest departments in Pakistan. Forest departments from two regions, like Punjab and Azad Jammu and Kashmir (AJK), were selected for this study due to time and resource constraints. The selection has based on the size of forest cover in Pakistan. Two forest circles each from Punjab and AJK namely Rawalpindi Forest Circle (North), Rawalpindi Forest Circle (South) and Muzaffarabad forest circle, Neelum forest circles respectively were selected using random sampling. All fifteen forest divisions are included in this study from above mentioned territorial forests circles of Punjab and AJK. The research has been narrowed down by taking a sample of the population by using (Busari, Mughal, Khan, Rasool & Kiyani, 2017) where the sample size of 313 is set against a total population of 1700. As our population is 1733, which is a little greater than 1700, that is why we taken sample of 315 forest and engineering employees'. So, a sample of 315 of addressing from the total population. Sample distribution was done on an equal basis i.e.21 questionnaires were distributed to all fifteen forest divisions ($21 \times 15 = 315$). Accordingly, 315 questionnaires were sent out of which five questionnaires were incomplete which were not used in data analysis and 7 respondents did not return the questionnaires So, the response rate was 96% percent which included those 303 questionnaires which were filled correctly.

Measures

The data was collected through structured questionnaires. In the researcher’s knowledge, no validated scale has been found to measure sustainable HRM practices. Hence, in this study, the construction of instruments are based on existing traditional HRM practices. But these expose practical examples which allow the organization to achieve their goals, whereas reproducing its base of human resource. All the questionnaires were adopted from different articles already validated by these questionnaires. HRM practices scales were having 22 items adopted from (Demo, Neiva, Nunes & Rozzett, 2012). The instrument of organizational commitment having three attributes affective commitment, continuance commitment and normative commitment is adopted in the study from (Allen & Meyer, 1990) having 24 items and employee performance questionnaire adopted from (Saeed & Mughal, 2019) having ten items that were used for data collection.

Data Analysis

SPSS version 25 was used for data analysis. Descriptive statistics in which mean, standard deviation (S.D), exploratory factor analysis (EFA), Cronbach alpha, AVE and CR were applied to check reliability and validity of the instrument. Linear regression employed to confirm the hypotheses. While Hayes process moderation had been used to test the moderation hypotheses for this study.

Table 1 Mean, Standard Deviation (SD), Variance (VAR), Exploratory Factor Analysis (EFA)

Construct	Item No.	Mean	S.D.	% Variance	Loadings: EFA
Recruitment & Selection	1	4.71	1.723	KMO=0.774 BTS=1085.5 VAR= 54.94%	0.438
	2	4.99	1.826		0.802
	3	5.24	1.649		0.635
	4	4.49	1.715		0.917
	5	5.38	1.806		0.620
	6	4.46	1.795		0.913
Training & Development	1	5.13	1.84	KMO=0.799 BTS=1170.4 VAR= 58.39%	0.537
	2	5.56	1.62		0.655
	3	4.50	1.78		0.654
	4	5.38	1.83		0.943
	5	5.52	1.85		0.926
	6	5.25	1.89		0.783
Compensation & rewards	1	5.25	1.89	KMO=0.688 BTS=553.5 VAR= 75.15%	0.713
	2	5.00	1.82		0.723
	3	4.63	1.78		0.783
	4	5.08	1.69		0.674
	5	4.69	1.88		0.770
Performance Appraisal	1	4.71	1.72	KMO=0.731 BTS=521.6 VAR= 53.38%	0.507
	2	5.01	1.82		0.849
	3	5.28	1.65		0.729
	4	5.36	1.81		0.612
	5	4.55	1.73		0.886

Table 1a Mean, Standard Deviation, Variance, Exploratory Factor Analysis

Construct	Item No.	Mean	S.D.	% Variance	Loadings: EFA
Affective Commitment	1	4.18	.915	KMO=0.769 BTS=3690.7 VAR= 79.7%	0.746
	2	4.08	.85		0.786
	3	4.27	.86		0.577
	4	3.99	.86		0.729
	5	3.75	1.09		0.593
	6	4.30	.82		0.740
	7	4.12	.90		0.840
	8	3.76	1.09		0.887
Continuance Commitment	1	3.86	.93	KMO=0.762 BTS=2399.1 VAR= 74.4%	0.566
	2	3.35	1.14		0.775
	3	3.77	1.11		0.545
	4	3.29	1.16		0.739
	5	4.09	0.89		0.765
	6	3.44	1.25		0.755
	7	4.00	0.85		0.715
	8	4.24	0.86		0.641
Normative Commitment	1	4.13	0.89	KMO=0.883 BTS=2725.1 VAR= 68.4%	0.899
	2	4.06	0.87		0.943
	3	4.25	0.86		0.712
	4	4.00	0.88		0.782
	5	3.75	1.10		0.617
	6	4.29	0.83		0.771
	7	4.04	0.80		0.895
	8	4.07	0.86		0.939
Employee Performance	1	2.39	0.81	KMO=0.687 BTS=1661.3 VAR= 71.34%	0.690
	2	2.49	0.91		0.771
	3	1.90	0.50		0.634
	4	1.91	0.48		0.617
	5	1.81	0.41		0.594
	6	2.36	0.84		0.859
	7	1.99	0.64		0.484
	8	1.85	0.48		0.774
	9	2.14	1.22		0.500
	10	3.98	1.42		0.706

Table 2 Cronbach alpha, AVE and CR

Construct	CA	AVE	CR
Recruitment & Selection	0.822	0.550	0.874
Training & Development	0.848	0.584	0.890
Compensation & rewards	0.785	0.538	0.853
Performance Appraisal	0.769	0.534	0.846

Affective Commitment	0.913	0.554	0.907
Continuance Commitment	0.829	0.50	0.879
Normative Commitment	0.926	0.632	0.910
Employee Performance	0.828	0.50	0.889

Cronbach's Alpha (CA), Average variance extracted (AVE), Composite Reliability (CR)

RESULTS OF STUDY

Analysis of the results revealed that recruitment and selection has six items and S.D of all items is above >0.40, S.D of all items are close to one another yielding homogeneity among response. Certain rules of thumbs given by Field (2013). For example, the KMO value must be > 0.50, BTS must be significant and all the factor loadings must be higher than 0.40. Table-2 shows KMO =0.774, BTS=1085.5, factor loadings ranges between 0.438-0.917, while Table-3 shows Cronbach alpha is higher than 0.70 i.e. 0.822 is considered reliable (Field, 2013). To further explore the validity of scales AVE and CR are calculated. According to Hair, Hollingsworth, Randolph and Chong (2017), AVE > 0.5 and CR> 0.70 is accepted but if AVE<0.50 but CR still higher than 0.70 it is also accepted. From table-2 for R&S, AVE=0.550 while CR=0.874. Thus, the scale of R&S is found reliable and valid. Items of training & development measured on six items scale. KMO= 0.779, BTS=1170.4 while factor loadings > 0.40 ranges between 0.537 -0.943, AVE= 0.585> 0.50 CR=0.890 > 0.70 scale for T&D is found reliable. Compensation & rewards measured on five items scale. KMO= 0.688, BTS=553.5 while factor loadings > 0.40 ranges between 0.674-0.783, AVE= 0.538> 0.50 CR=0.853> 0.70 scale for C&R is found reliable.

Then, performance appraisal was measured on five items. KMO= 0.731, BTS=521.6 while factor loadings >0.40 ranges between 0.507-0.886, AVE= 0.534> 0.50 CR=0.846> 0.70, scale for PA is found reliable and valid. After that, AC measured on eight items scale. KMO= 0.769, BTS=3690.7 while factor loadings >0.40 ranges between 0.577-0.887, AVE= 0.554> 0.50 CR=0.907> 0.70. And CC measured on eight items scale KMO= 0.762, BTS=2399.1 while factor loadings > 0.40 ranges between 0.545-0.775, AVE=0.50 CR=0.879 > 0.70. Then, NC measured on eight items scale. KMO= 0.883, BTS=2725.1 while factor loadings > 0.40 ranges between 0.617-0.943, AVE= 0.632> 0.50 CR=0.910> 0.70. These scales are found reliable. Employee performance measured on ten items scale all the items and their S.D is > than 0.40 S.D of all items are close to one another yielding homogeneity among responses. EFA was run and it was found that KMO= 0.687, BTS=1661.3 while factor loadings > 0.40 ranges between 0.484-0.859, Cronbach alpha is 0.828, AVE=0.40 CR=0.889>0.70 scale of EP is found reliable and valid.

Table 3 Linear Regression Analysis

D.V	I.V	R	R ²	F	β	P	Hypotheses
Model 1 E-Perfomance	Constant	0.336	0.113	38.40		0.000	Hypothesis 1a Yes
	REC & SEC				0.336	0.000	
Model 2 E-Perfomance	Constant	0.246	0.061	19.44		0.000	Hypothesis 1b Yes
	TRA & DEV				0.246	0.000	

Model 3 E-Perfomance	Constant	0.331	0.109	36.995		0.000	Hypothesis 1c Yes
	COM & REW				0.331	0.000	
Model 4 E-Perfomance	Constant	0.351	0.123	42.17		0.000	Hypothesis 1d Yes
	PER-APP				0.351	0.000	

Table 3 shows the results of linear regression. It was evident from the analysis and its results that recruitment and selection (Model 1) has shown significant variance upon the employee performance i.e. $R^2 = 0.113$, 11.3% variance and model is found fit i.e. $F = 38.40$, $p < 0.01$ $\beta = 0.336$, $p < 0.01$ explain one unit change in recruitment and selection would bring 33.6% change and improvement in employee performance. Similarly, (Model 2) training and development show variance $R^2 = 0.061$ i.e. 6.1% and model is fit $F = 19.44$, $p < 0.01$, $\beta = 0.246$, $p < 0.01$ explain one unit change in training and development changes 24.6% employee performance (EP) in a positive way. In model 3, compensation and rewards show variance $R^2 = 0.109$, i.e. 10.9% $F = 36.995$, $\beta = 0.331$, $p < 0.01$ explain 33.1% performance could be improved if fair compensation and rewards are provided to employees. Also, (Model 4) performance appraisal $R^2 = 0.123$, i.e. 12.3% variance $F = 42.17$, $\beta = 0.351$, $p < 0.01$ explains 35.1% increase could be observed due to the change in PA.

Hayes Process Moderation Analysis

Table 4 Moderation Results

DV	IV	R	R ²	ΔR^2	F	Coeff	P	H-Accepted
E-Perfomance	Constant	0.3739	0.1398	0.0273	16.19	2.1330	0.000	Hypothesis 2a = Yes
	REC & SEC					0.1208	0.000	
Model 5	OC					0.176	0.6744	
	Interaction					0.0960	0.0023	
D.V	I.V	R	R ²	ΔR^2	F	Coeff	P	
E-Perfomance	Constant	0.3031	0.0919	0.0338	10.08	2.1323	0.000	Hypothesis 2b = Yes
	TRA & DEV					0.0782	0.000	
Model 6	OC					0.0059	0.8900	
	Interaction					0.1014	0.0010	
D.V	I.V	R	R ²	ΔR^2	F	Coeff	P	
E-Perfomance	Constant	0.3782	0.1430	0.0292	16.63	2.1302	0.000	Hypothesis 2c = Yes
	COM & REW					0.1202	0.000	
Model 7	OC					0.0060	0.8851	
	Interaction					0.0833	0.0016	
D.V	I.V	R	R ²	ΔR^2	F	Coeff	P	
E-Perfomance	Constant	0.3869	0.1497	0.0258	17.54	2.1327	0.000	Hypothesis 2d = Yes
	PER-APP					0.1291	0.000	
Model 8	OC					0.0197	0.6350	
	Interaction					0.0960	0.0028	

From the examination of results, from above Table 4 (Model 5) it is shown that R&S displays variance upon EP R^2 change = 0.0206 which means 2.06%. While model found statistically significant as reflects from F statistics valuing at =15.42 and significance level at $p < 0.01$. And

when moderator organizational commitment interacted between R&S and EP coefficient = 0.0786 and significance level at $p < 0.05$. This means that OC significantly moderated the direct relationship between R&S and EP. In moderation results (Table- 4) the moderator OC used as an organizational commitment instead of its dimensions (affective, continuance & normative). It is seen from the analysis of results (Model 6) T&D displays variance upon EP Rsq change = 0.0220 which means 2.2%. Whereas, the model found statistically significant as reflects from F statistics valuing at =9.087 and the significance level at $P < 0.01$. And when moderator AOC interacted between the R&S and EP coefficient=0.0799 and significance level at $p < 0.05$. This indicates that interaction between T&D and EP is significantly moderated by OC. It is obvious from analysis of results (Model 7) C&R display variance on EP Rsq change = 0.0257 that means 2.57%.

While the model found statistically significant as reflects from F statistics valuing at =15.75 and significance level at $P < 0.01$. When moderator OC incorporated between C&R and EP the coefficient=0.0833 and significance level at $p < 0.05$. This explains that the interaction between C&R and EP is significantly moderated by OC. From the investigation of results, (Model 8) it is shown that PA displays variance upon EP Rsq change = 0.0195 that means 1.95%. While, the model found statistically significant as reflects from F statistics valuing at =16.58 and significance level at $p < 0.01$. And when moderator OC interacted between the R&S and EP the coefficient=0.0775 and significance level at $p < 0.05$. It's mean that OC significantly moderated direct relationship between PA and EP. Above results fully support hypotheses H2a, H2b, H2c, H2d.

DISCUSSION

The researchers have chosen cross-sectional research design for study. Survey questionnaires from previous studies were adopted for data collection. Hypotheses H1a, H1b, H1c, H1d were developed by the researcher to investigate that proposed HRM practices has a positive impact on employee performance. The results show that recruitment and selection, training and development, compensation and rewards and performance appraisal are significantly related to employees' performance. The outcomes of their studies supported the hypothesis that R&S and employee performance are positively related. Zachrsion (2012) conducted a study on agriculture employee and found significant relationship amid R&S and employee performance. Moreover, reputation of organizations is linked with the performance of employees, and if the organizations adopted fair procedure on the basis of merit for R&S then capable employees will be hired and in turn performance of employees. Besides, the positive and significant effect of training & development on employee performance has been found in this study. These results were consistent with the past research result (Kusumawati & Wahyuni, 2019). The findings of these studies endorsed the hypothesis that T&D and employee performance are positively related.

Training is one of HRM's most important tools to increase the productivity and efficiency of employees". Generally, the public sector has fewer training programs especially for its staff. A review of the literature showed that training is one of the vital components that help employees to gain knowledge. Relationship between compensation & rewards and employee performance also found significant and positive in this empirical study and these results were in-line with past research findings (Kadir et al. 2019; Karami & Rajeepour, 2013; Nwude & Uduji 2013). The outcomes of these studies supported the hypothesis that C&R and employee performance

are positively related. In Pakistan, the public sector has relatively low C&R as compared to the private sector. So, it is needed to provide better salaries and rewards to public sector employees to boost their performance and satisfaction. Moreover, performance appraisal has been found positively related to employee performance which is supported by the earlier research findings (Jouda et al., 2016; Khan, 2017). The findings of these studies backed the hypothesis that PA and the employee performance are positively related. In this study, the employees show more concern for their appraisal and this means that they are concerned about their performance evaluation.

Since, in public organizations generally, promotions are based on good performance appraisal. Therefore, fair and regular performance evaluation boosts the performance of employees. An empirical study for moderating role of organizational commitment between sustainable HRM practices and employee performance is still being discovered. The present study examined this gap and showed that the HRM practices (R&S, T&D, C&R, PA) are significantly and positively related to employee performance while incorporated commitment as moderator. Furthermore, hypotheses H2a, H2b, H2c and H2d were developed to examine that OC had a moderate effect between the proposed HRM practices and employee performance. From results, it is observed that OC significantly moderated the direct relationship of HRM practices (R&S, T&D, C&R, PA) and employees' performance. These results are matched with previous results of the research study of Sabwami (2015) who had analyzed commitment as a moderator between relationship high-performance work practices and organizational performance. Thus, on basis of discussion and research findings hypotheses H2a, H2b, H2c and H2d were accepted. The incorporation of moderating variable organizational commitment has significant and positive impacts on employees' performance. Effective implementation of HRM practices can enhance employees' performance.

CONCLUSION

The purpose of present research study to determine the influence of proposed HRM practices on employees' performance while organizational commitment was incorporated as moderator. The research study was conducted in forest circles of Punjab and AJK. The results and other related results of study indicated that HRM practices like R&S, T&D, C&R and PA significantly and positively affect the performance of forestry employees. The results of the study also shown that organizational commitment has positively and significantly moderate between suggested HRM practices and employees' performance. The recent findings have established that HRM practices are best fit to improve the performance of employees'. HR practices may play a major role in improving the employees' performance. The current study's findings propose that forest departments in Pakistan should improve their performance by effectively adopting best suited HRM practices because of better human resource practices, higher the performance of forest departments.

Practically the contribution of the present study is investigating the HRM practices used in the forest sector (forest departments) and how certain HR practices can be applied to enhance the performance of employees. Hence, this study concluded that HRM practices have a positive and significant impact on employees' performance. This study successfully validated the RBV theory in Pakistan's context. By validating instrument of predictors, criterion and contingency (moderating) variables. This study has implications for professionals and management of the forest departments can take a competitive advantage by enhancing the commitment level and

performance of employees that results in sustainable performance. Organizations take benefits and also take practical measures under the finding of this study. This study recommends that fair sustainable HRM practices, if realized and adopted, will bring improvement in employees' performance.

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