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The Importance of HRM Practices at the Social Security Services in Lebanon: A Framework for Future Quality Management

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Abstract

In analyzing the impact of HRM practices on employee behavior during a downsizing in the Lebanese SSS, this study highlights the need of QM principles for efficacy and uniformity. HRM practices, or the policies, procedures, and plans used by businesses to manage their personnel, have an effect on worker engagement, motivation, and performance. Despite organizational challenges, HRM processes should be developed and carried out to the highest standards under Quality Management, enabling good results. This study looks at HRM practices such compensation, work-life balance, training and development, and support for leaders. By incorporating ideas of quality management into these procedures, SSSs are able to accomplish business goals and improve worker satisfaction and productivity. The study discovered that during downsizing in the Lebanese SSS, employee behavior is improved by quality-focused HRM techniques. The study also looks at how employee behavior in Lebanon's SSS is impacted by strategic HRM practices, a crucial organizational resource. In HRM, quality management places a strong emphasis on process optimization and ongoing improvement in order to adapt to shifting organizational needs and outside factors. Because of Lebanon's current economic situation, work burnout is a significant issue for SSS employees. According to the research, there is a mediator between employee behavior and the four HRM techniques that is work tiredness. By upholding strict guidelines for research design, data collection, and statistical analysis, Six Sigma and Total Quality Management can help increase the study's reliability and trustworthiness. In order to ascertain how HRM practices impact employee



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behavior through job burnout during downsizing, 203 Lebanese SSS employees were given a questionnaire as part of this quantitative study. The analysis thoroughly investigated and validated the hypotheses, highlighting the importance of superior research methods for reliability and validity. Using work burnout as a mediator, the study looked at how HRM methods impact employee behavior in Lebanese SSSs. In order to highlight the significance of HRM practices in maintaining quality standards and encouraging positive employee behavior, particularly during economic downturns like downsizing, the conclusion might restate key quality management concepts. By integrating Quality Management concepts into HRM practices to lessen job fatigue and promote positive employee behavior, Lebanese SSSs may increase resilience and success.

Keywords: HRM practices, Leadership Support, Training and Development, Work-Life Balance, Compensation, Job Burnout, Social Security Services (SSS).

1. Introduction

According to Shin (2017), employee behavior includes how workers respond to certain circumstances at work. Yaneva (2018) posits that motivation is exhibited by workers who approach their work with a sense of satisfaction and enjoyment, hence cultivating positive engagement with colleagues. On the other hand, employee stress results from a mismatch between a person's abilities and job needs, which limits daily productivity and task completion (Liu et al., 2021).

According to Jackson et al. (2014), HRM practices are essential tools used by management to communicate the organization's strategic direction to staff members and shape their behavior. HRM practices are crucial for supporting organizational growth and personnel development in the field of quality management (Demerouti, 2020). The choice of HRM practices is crucial because they can encourage workers and improve retention by offering safety, freedom, continuity, and chances for professional growth. These practices include leadership support, training and development, remuneration, and work-life balance.

Conflicting theoretical interpretations make the relationship between HRM practices and employee behavior unclear and complex (Maslach, 2017). In order to achieve successful alignment with desired goals, Quality Management principles promote clarity and consistency in organizational operations, including HRM practices.



Lebanese SSSs have frequently disregarded the importance of HRM practices and their influence on employee behavior, which could be detrimental to the profitability of the firm, claims Khoury (2022). This emphasizes the significance of discussing employee behavior in Lebanese SSSs and emphasizing how HRM practices influence it.

The economic crisis in Lebanon has had a significant impact on SSSs, prompting numerous SSSs to undertake extensive reduction and restructuring initiatives. The ramifications of downsizing on HRM practices and employee behavior have been noteworthy. According to Nader et al. (2022), downsizing frequently leads to job insecurity, higher workload, stress, and decreased job satisfaction. To sustain quality standards and guarantee long-term performance, firms must work to preserve employee happiness and well-being even during times of organizational upheaval, such as downsizing.

In addition, the political and social unrest in Lebanon has made it more difficult for businesses to implement HRM practices since they find it difficult to give their workers a secure and stable workplace (Khoury, 2022). Even in the face of outside obstacles, quality management concepts place a strong emphasis on the creation of a supportive work environment that fosters employee welfare and productivity.

Given the larger economic and social issues Lebanon faces, the mediating function of work burnout in the relationship between HRM practices and employee behavior during downsizing is especially pertinent there (World Bank, 2021). By putting employee well-being and organizational resilience first, a study on this subject could provide insightful information about how organizations in Lebanon can support their workforce during periods of change and uncertainty and manage downsizing in an efficient manner that adheres to the principles of quality management.

This study is important because it sheds light on the extent to which HRM practices influence employee behavior in the Lebanese SSS during the downsizing phase. The implications of this study are evident on two fundamental levels: from an academic and a practical one. Academically significant is this study of HRM practices and worker behavior during downsizing in the Lebanese SSS, with a focus on work burnout. In the first place, this study advances HRM practices and employee behavior in the context of business change, particularly downsizing. This study contributes to the development of HRM strategies that lessen the negative effects of downsizing



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on worker conduct. Second, this study closes a gap in the literature by examining the role that work burnout plays as a mediator between employee behavior related to downsizing and HRM practices. This clarifies the relationship between work-related stress and organizational change and downsizing. Thirdly, this study adds to our understanding of Lebanese SSS dynamics, particularly in light of the country's political and economic unpredictability. HRM strategy planning for sector growth and development is aided by the findings. Fourthly, and this is uncommon, this study will provide experimental support for resource-based and social exchange theories in Lebanon. Fifth, this study will develop a novel conceptual framework to evaluate the impact of HRM practices on employee behavior by utilizing job burnout as a mediator. Sixth, the study will consider work-life balance, compensation, training and development, leadership support, and employee behavior to be significant contributions to the HRM literature. Therefore, this study is crucial for Lebanese financial institutions and policymakers both practically and intellectually.

In order to tackle this study issue, the investigator concentrated on providing a solution to the following query:

RQ1: “What is the impact of HRM practices on both employee behavior and job burnout in the Lebanese SSS during the downsizing era? Does job burnout have any mediating role?”

The Sub-Research Questions (RQ) are:

RQ₁: Does leadership support influence employee behavior in the Lebanese SSS during the downsizing era, aligning with Quality Management principles of effective leadership communication and employee engagement?

RQ₂: Does training and development affect employee behavior in the Lebanese SSS during the downsizing era, reflecting the importance of continuous improvement and skill enhancement in Quality Management practices?

RQ₃: How does work-life balance impact employee behavior in the Lebanese SSS during the downsizing era, considering the Quality Management principle of ensuring employee well-being and satisfaction for optimal performance?



RQ14: What is the influence of compensation on employee behavior in the Lebanese SSS during the downsizing era, emphasizing the alignment of reward systems with organizational goals and employee motivation in Quality Management approaches?

RQ15: Does job burnout mediate the relationship between HRM practices and employee behavior in the Lebanese SSS during the downsizing era, highlighting the importance of addressing employee well-being and resilience in Quality Management strategies amidst organizational change?

These research objectives aim to deepen understanding of how various HRM practices impact employee behavior in the context of downsizing within the Lebanese SSS, aligning with the overarching goal of enhancing organizational effectiveness and employee well-being through Quality Management principles.

RO1: To elucidate the role of leadership support in influencing employee behavior in the Lebanese SSS during the downsizing era, aligning with Quality Management principles of effective leadership communication, employee empowerment, and motivation.

RO2: To evaluate the impact of training and development initiatives on employee behavior in the Lebanese SSS during the downsizing era, reflecting the Quality Management principle of continuous improvement and skill enhancement to foster employee engagement and performance.

RO3: To examine the significance of work-life balance strategies in shaping employee behavior in the Lebanese SSS during the downsizing era, emphasizing the Quality Management goal of ensuring employee well-being and satisfaction to optimize organizational outcomes.

RO4: To scrutinize the role of compensation structures in influencing employee behavior in the Lebanese SSS during the downsizing era, considering the alignment of reward systems with organizational objectives and employee motivation in Quality Management approaches.

RO5: To investigate the mediating role of job burnout in the relationship between HRM practices and employee behavior in the Lebanese SSS, recognizing the importance of addressing



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employee well-being and resilience as part of Quality Management strategies amidst organizational change.

2. Literature Review

2.1 Leadership Support and Employee Behavior

Numerous studies have shown a good correlation between employee behavior and leadership support (Kelloway et al., 2021). Support from the leadership improves employee behavior among followers in the context of organizational change (Howarth & Rafferty, 2019). By demonstrating empathy for their subordinates, leaders foster the psychological well-being of their followers, which improves employee behavior. Several studies have shown that trust and leadership support are positively correlated (Jung & Avolio, 2020). Additionally, the relationship between leaders and followers grows stronger when they encourage one another in pushing each other to new heights of motivation and belief (Jung & Avolio, 2020).

Employees naturally draw conclusions about what behavior is desirable in the workplace, and sustainability training has a big impact on how they see the organization's values (Raineri, 2016). The proper application and comprehension of foundational concepts determine the effectiveness and significance of the training given to employees of a business (Klimstra et al., 2011). According to Tymoschuk et al. (2019), the benefits of these approaches include availability and flexibility with regard to workers' schedules.

Alexander's (2016) study illustrates how employee performance is influenced by development and how a variety of factors can affect a person's willingness to learn, how at ease they feel while learning, and how motivated they are to change their behavior and perform better. Businesses can increase their hierarchical ability in terms of interest and content for development by preparing (Weisberg, 2016).

Mahmood et al. (2019) found that Lebanese SSS who actively seek to tailor training and development programs for their employees succeed in fulfilling their diverse needs, capabilities, and aptitudes which positively influence their creativity. Studies on training and development are generally lacking in the context of the Lebanese SSS, particularly studies on the association



between training and development and employee behavior. According to Maamari et al. (2021), coaching fosters an environment of supportive organizational behavior, which has a positive impact on the organization's overall performance.

2.2 Leadership Support and Employee Behavior

According to the findings of a study on the Lebanese SSS by Ahmad and Umrani (2019), leadership support boosted innovation and creativity at work. They stress that the three main components required for innovation in processes and products are idealized influence, inspirational drive, and personalized consideration. According to Zaraket and Sawma (2019), employee dedication in the Lebanese SSS was positively impacted by leadership support. In a study of Lebanese SSSs, Chaar and Easa (2021) noted that transformational leaders fostered an organizational culture that values knowledge sharing, which fosters the development of novel ideas, designs, products, and procedures.

Research on leadership has shown that performance at all levels is positively correlated with leadership support, especially support from leaders (Dvir et al., 2020). As an example, Dvir et al. (2020) provide empirical evidence demonstrating the favorable influence of leadership behavior on organizational behavior, which in turn positively affects employee behavior. Research also supports the impact of leadership on individual behavior at the workforce level (Vigoda-Gadot, 2016).

This supports a study by Paracha et al. (2012), which found that there is a significant positive association between the styles leaders adopt and employee behavior. As a result, it is crucial that organizations carefully analyze the types of styles they adopt if they wish to increase employee performance. The study used a survey to determine whether leadership support has an impact on or can influence employee performance. This could be as a result of leaders' encouragement, which encourages people to set aside their personal interests in favor of the organization's greater goal (Vera & Crossan, 2014). Therefore, if leaders practice individualized consideration through team-building exercises and after-work activities, it will increase communication between them and their subordinates and enhance employee job performance (Ha & Nguyen, 2014).



Nemanich and Keller (2017) conducted a field study and found that acquisition acceptability, supervisor-rated employee behavior, and leadership support were positively correlated. This could be as a result of one of a supportive leader's traits, intellectual stimulation, which encourages followers to apply logic and analysis by pushing them to solve complex problems and think creatively (Robbins & Judge, 2019). Once more, a study conducted in 2016 by Piccolo and Colquitt with 283 participants discovered a significant direct relationship between supportive leadership style and employee behavior.

2.3 Work-Life Balance and Employee Behavior

According to De Kort and Peoll (2016), positive employee behavior at work mediates the relationship between WLB and positive employee behavior and commitment towards the company. WLB, person-job fit, and job satisfaction are all positively connected with commitment toward organizations. Furthermore, Arief et al. (2021) contend that there are multiple beneficial relationships between work-life balance (WLB) and employee behavior as well as job satisfaction and behavior. Nonetheless, Emre and De Spiegeleare's (2021) research indicates that WLB mediates the negative relationship between employee welfare, employee commitment, and commute time.

According to Cornelisse et al. (2017), WLB has suffered as a result of employee conduct during the Covid-19 pandemic. They asserted that when working from home, there is less of a boundary between work and personal life because work and job responsibilities often overlap. Additionally, they discovered that workers with appropriate WLB had higher levels of motivation at work. According to Arief (2021), the pandemic has had a significant impact on women employees' job stress, behavior, and productivity. As a result, there is a stronger need to implement flexible work schedules and work-life balance regulations for staff members.

According to Caproni (2004), a perfect WLB is unfeasible and unachievable since it is predicated on the idea that each individual has total control over every decision they make, which is untrue. Furthermore, it has been questioned if alternative terms, including reconciliation, strain, and interference, might be more acceptable to use in place of the phrase "balance" (Fagan et al., 2012). There have been doubts raised about the concept's very validity (Warren et al., 2021).



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2.4 Compensation and Employee Behavior

Armstrong and Taylor (2021) discuss a pay process that includes components like learning and advancement and emphasizes the workplace's many benefits.

According to Ali and Atan (2020), compensation is one of the main responsibilities of HRM because it involves offering benefits to employees, which can be monetary or non-monetary. Because these employee rewards are defined by different criteria, they differ in terms of both quantity and quality. This criterion considers an employee's position within the company, their performance and effort levels, and the additional contribution they make.

However, as they affect workers' performance and job happiness, fairness and employee treatment must always be taken into consideration while designing compensation plans. According to Febrianti and Se (2020), employees who receive fair compensation are more likely to remain with their companies; on the other hand, employees who receive inadequate or no compensation are more likely to quit. They go on to say that workers are more likely to stick with companies that value their abilities, contributions, and hard work. According to Sitopu et al. (2021), pay is defined as the benefits provided to employees in recognition of their contributions to their particular companies and employee conduct.

Indicators of these benefits include amenities available, incentives and allowances given, and earnings and salaries paid. According to Sitopu et al. (2021), the wages that companies pay their employees are a good indicator of the standard of living and social standing of a community. According to Ali and Anwar (2021), businesses that want to keep their employees should create a wage structure that offers perks and competitive pay that are in line with the market to entice workers to stick with the company.

The amount, caliber, and incentives that a person's company offers are all influenced by compensation, which has an effect on the company's ability to meet its objectives and continue operating in the market. An organization can hire, retain, and acquire staff members with the right qualifications, experience, and knowledge by implementing an effective remuneration strategy that ensures employee satisfaction (Sitopu et al., 2021). According to Sitopu et al. (2021), pay has a big impact on how employees behave and perform at work. They go on to explain that high



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remuneration offers boost welfare, which in turn increases employee motivation to carry out their job responsibilities. On the other hand, poor pay offers cause interest rates to drop, which in turn causes a decrease in workplace optimism and potential losses for the business. According to Ali and Anwar (2021), creating a welcoming and happy work atmosphere in addition to designing appropriate compensation plans can have a beneficial effect on employee motivation, loyalty, and satisfaction with regard to the expansion of businesses.

2.5 The Mediating Role of Job Burnout in the Relationship between HRM and Employee Behavior

Recent advancements in the field of human resource management have demonstrated that positive attitudes and actions that reduce job burnout are significantly influenced by employees' opinions of people management tactics (Alfes et al., 2018).

The impact of leadership support on employee behavior—namely, its ability to reduce burnout—has been verified by researchers. In cases where job burnout is not evident, Phillips and Gully (2021) noted that effective leadership inspires and motivates workers to put in a lot of effort toward achieving organizational goals and contribute to the success of the company. According to Armstrong and Taylor (2021), high performance is also the consequence of appropriate behavior, particularly discretionary behavior and the efficient application of necessary knowledge, skills, and competencies, which are influenced by leadership style among other factors. In situations where job burnout is not evident, employees choose to complete the tasks because they identify with the leader.

Additionally, training and development lessens job stress by assisting staff in managing the complexity of sustainability in day-to-day operations and enhancing their ability to make decisions regarding sustainability-related issues (Sarkis, 2020). Programs for employee development and training help create a new mentality and determine what motivates workers to engage in long-term, constructive behavior (Hameed et al., 2020). According to Waheed (2021), when workers believe their companies are investing in their personal growth, they work harder and more efficiently to achieve organizational objectives.

2.6 HRM, QM, and Employee Behavior



Through the recruitment and selection of quality-oriented workers, the training and development of workers for quality, the design of performance management systems that are in line with quality objectives, and the creation of a positive and empowering work environment, HRM plays a crucial role in enabling and maintaining effective quality management. During recruitment, emphasizing abilities and dispositions consistent with quality values lays a solid basis (Antony et al., 2019). Giving staff members the information and abilities they need enables them to effectively participate in quality improvement projects (Lu et al., 2019). The intended corporate culture is reinforced when excellent behaviors are encouraged through performance evaluation and awards (Antony et al., 2017). Employee involvement and ownership of high-quality work are increased when participation, communication, and trust are encouraged (Ming, 2023).

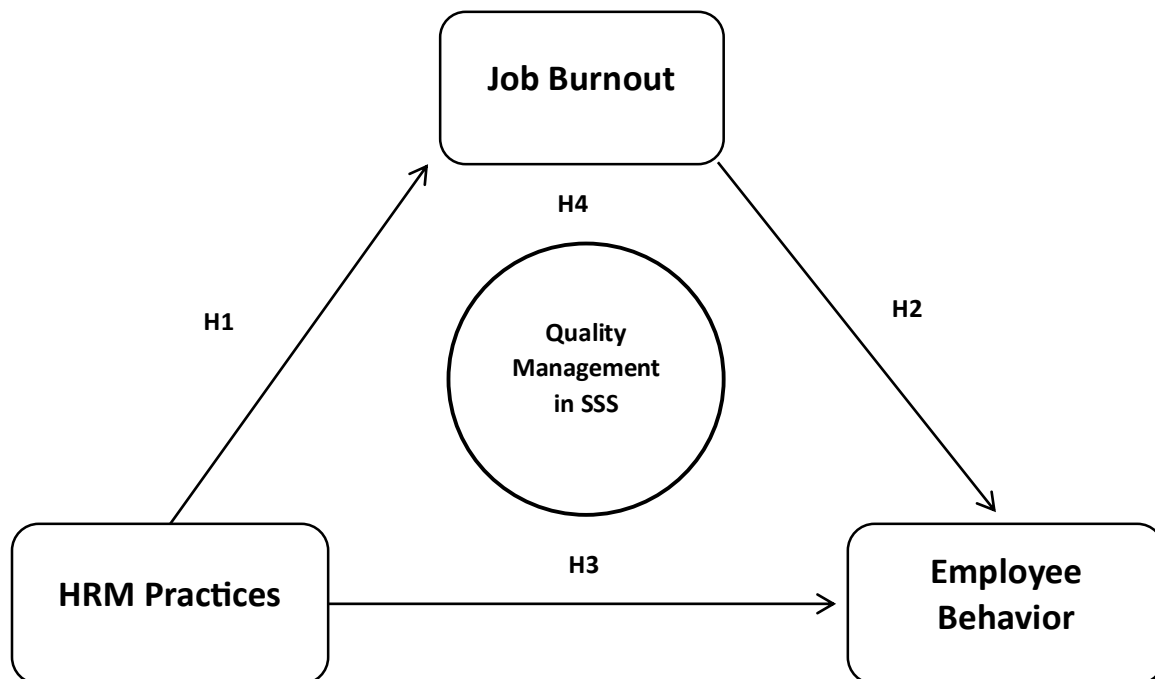


Figure 1: Conceptual Framework

Source: Teo et al. (2021) and adjusted by the researcher.



3. Research Methodology

In order to assess the issue, gather mathematical data via structured questionnaires, convert it into statistics, and measure employee behavior based on HRM practices, this study applies quantitative analysis with a deductive approach. The results are then extrapolated from a sizable population sample.

The four HRM practices, which are the independent variable in this study, and employee behavior, which is the dependent variable, are measured using a questionnaire. Closed-ended questions that were customized for the group and derived from earlier research studies made up the questionnaire.

There are two sections to the questionnaire. While employee behavior, job burnout, and HRM practices are the dependent and independent variables discussed in the second half, personal traits are the main emphasis of the first portion. Due to the concentration of SSS operations, 203 soft copies of the questionnaires were gathered from employees, mostly in Beirut, the capital of Lebanon, where all head offices are situated. In order to reduce errors, all questions have to be completed before submitting the form using the Google form's starred option. Unfortunately, there wasn't much of a response to the poll because to the difficult circumstances in the SSS.

Convenience sampling was used in this study, with a focus on workers in commercial SSSs. Choosing participants for convenience sampling entails choosing them according to how easily the researcher can reach them. Despite the nonprobability sampling technique, every SSS employee was given the chance to take part in the study. Since all participants had to complete the questionnaire via Google Forms, 203 questionnaires in total were evaluated, and there were no errors noted.

The present study employs a multivariate regression model to examine the impact of individual independent variables on the dependent variable. We created the following regression model formulas to aid in our explanation of the nature of the relationship between the variables under study:

Regression formula: $E B = \beta_0 + \beta_1 \text{HRMP}$

Mediation Formula: $E B = \beta_0 + \beta_1 \text{HRMP} + \beta_5 J B$

Where:



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HRMP = HRM practices,

EB = Employee Behavior,

JB = Job Burnout.

Finally, the Data Analysis Techniques involved using SPSS to generate descriptive, reliability, validity, regression, and Hayes-Mayer Mediation tests.

4. Data Analysis and Hypothesis Testing

This chapter presents and analyzes the research findings and results in order to verify the research hypotheses and show the outcomes for its hypothesis testing. Descriptive statistics for demographic variables, dependent and independent variables (means, standard deviations, and frequency), validity tests, Pearson's correlation, reliability tests (Cronbach alpha, number of items), and multi-linear regression analysis are among the statistical analysis results displayed. The study's findings show that the hypothesis model construct and positive associations are compatible.

4.1 Descriptive Statistics

Numerical measurements known as descriptive statistics are employed to enumerate and characterize a dataset's primary features. These measurements shed light on the distribution, dispersion, and central tendency of the data. Before moving on to more intricate studies, it is essential to obtain a basic knowledge of the data using descriptive statistics.

The mean, standard deviation, minimum, and maximum values for three variables—HRM Practices, Job Burnout, and Employee Behavior—are given by the descriptive statistics in the accompanying table (1). Every variable's responses were scored using a Likert scale that went from 1 (strongly disagree) to 5 (strongly agree).

The respondents' perceptions of HRM practices in the Lebanese SSS were deemed to be moderately in agreement, as indicated by the mean score of 3.16 for HRM practices. There may have been some fluctuation in the responses, based on the standard deviation of 0.543.



A rather high level of felt burnout among the respondents was indicated by the mean score of 3.97 for Job Burnout. The responses varied significantly, with some people reporting higher levels of burnout than others, according to the standard deviation of 0.999.

The Lebanese SSS's mean score for employee behavior was 4.05, indicating that employees typically had a positive opinion of their behavior. A considerable degree of diversity in the responses is indicated by the standard deviation of 1.150, suggesting that some respondents reported higher levels of good employee conduct than others.

Overall, these descriptive statistics offer a preliminary knowledge of how respondents perceived employee behavior, job fatigue, and HRM practices. The standard deviations provide information about response variability, while the mean scores provide the general degree of agreement or perception.

Table 1: Descriptive Statistics

Descriptive Statistics					
Descriptive Statistics – Variables	N	Minimum	Maximum	Mean	Std. Deviation
HRM Practices	203	1	5	3.16	.543
Job Burnout	203	1	5	3.97	.999
Employee Behavior	203	1	5	4.05	1.150
Valid N (listwise)	203				

Source: SPSS v.26

4.2 Reliability Test

The purpose of the reliability analysis was to evaluate the study's variables' internal consistency. We computed the Cronbach's Alpha coefficient, which expresses how well each variable's items consistently measure the same underlying construct. The Cronbach alphas' value is above 0.7 according to the overall reliability test, with $\alpha = 0.710$ suggesting a rather strong internal consistency for the valued items (Table 2). With four items in the variable "Job Burnout," the Cronbach's Alpha coefficient is 0.743, suggesting a moderate degree of internal consistency. The



variable "HRM Practices," with 15 items, exhibits a satisfactory level of internal consistency as indicated by its Cronbach's Alpha coefficient of 0.751. The final variable, "Employee Behavior," which has three items, has an acceptable degree of internal consistency with a Cronbach's Alpha coefficient of 0.741 (table 12).

Table 2: Cronbach's Alpha Coefficient of Variables

Variables	Item	Cronbach's Alpha
Job Burnout	4	0.743
HRM Practices	15	0.751
Employee Behavior	3	0.741

Source: SPSS v.26

4.3 KMO Test

The data's appropriateness for factor analysis was evaluated using the Bartlett's test of sphericity and the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy. The KMO measure evaluates the percentage of the variance among the variables that could be attributed to underlying factors based on Table 3. The analysis revealed a modest level of sample adequacy with a KMO measure of 0.701. This implies that factor analysis can be performed on the data. On the other hand, Bartlett's test of sphericity looks at whether the identity matrix and the correlation matrix between the variables differ noticeably, suggesting the existence of underlying components. With 15 degrees of freedom and a significant p-value of 0.000, the test produced an approximate chi-square value of 179.136. This suggests that there are underlying factors in the data because the correlation matrix differs from the identity matrix by a significant amount. Furthermore, each variable's KMO values were looked at separately. The sampling adequacy level was judged to be good for the variable "Job Burnout," as indicated by the KMO value of 0.718. The variables "HRM Practices" and "Employee Behavior" also showed adequate sampling, with KMO values of 0.744 and 0.778, respectively (table 4).



Table 1: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.701
Bartlett's Test of Sphericity	Approx. Chi-Square	179.136
	Df	15
	Sig.	.000

Source: SPSS v.26

Table 2: Validity Test Per Variable.

Variables	Item	KMO	sig
Job Burnout	4	.718	0.000
HRM Practices	15	.744	0.000
Employee Behavior	3	.778	0.000

Source: SPSS v.26

4.4 Regression Analysis

Impact of HRM Practice on Job Burnout

The unstandardized coefficient (B) for HRM practices is 0.708, according to the coefficients table. This suggests that there is a 0.708 unit rise in job burnout for every unit increase in HRM practices. The HRM practices appear to have a moderately favorable impact on job burnout, as indicated by the standardized coefficient (Beta) of 0.385.



Table 5: Regression (Job Burnout, HRM Practices)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.728	.385		4.493	.000
	HRM Practices	.708	.120	.385	5.908	.000
a. Dependent Variable: Job Burnout						

Source: SPSS v.26

Impact of HRM Practices and Job Burnout and Employee Behavior

The impact of HRM Practices and Job Burnout on Employee Behavior is examined in the following multiple regression analysis. The impact of HRM Practices and Job Burnout on Employee Behavior was studied by multiple regression analysis. The findings demonstrated a modest effect size for these predictors, as they together explained 41.3% of the variance in employee behavior. The number of predictors was taken into account in the Adjusted R-squared score of 0.407. The average difference between the observed and anticipated Employee Behavior values was represented by the estimate's standard error, which came out to be 0.885. The strong F-statistic of 70.450 supports the high significance ($p < 0.001$) found in the ANOVA for the regression model, which suggests that Employee Behavior was significantly predicted by the combined influence of Job Burnout and HRM Practices.

It is estimated that HRM practices have a direct impact of 0.4947 on employee behavior, with a standard error of 0.1243. The direct effect is statistically significant, as shown by the t-value of 3.9795 and the corresponding p-value of 0.0001. For the direct effect, the confidence interval's lower and upper bounds are 0.2496 and 0.7398, respectively.



Table 6: Regression (Job Burnout, HRM Practices, and Employee Behavior)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.126	.386		.325	.745
	HRM Practices	.495	.124	.233	3.979	.000
	Job Burnout	.594	.068	.516	8.792	.000
a. Dependent Variable: Employee Behavior						

Source: SPSS v.26

4.5 Mediation Test

Direct Effect

It is estimated that HRM practices have a direct impact of 0.4947 on employee behavior, with a standard error of 0.1243. The direct effect is statistically significant, as shown by the t-value of 3.9795 and the corresponding p-value of 0.0001. For the direct effect, the confidence interval's lower and upper bounds are 0.2496 and 0.7398, respectively.

Table 3: Direct Effect of HRM Practices on Employee Behavior

Direct Effect of HRM Practices on Employee Behavior					
Effect	SE	T	p-value	LLCI	ULI
.4947	.1243	3.9795	.0001	.2496	.7398

Source: SPSS v.26



Indirect Effect

It is estimated that employee behavior has an indirect impact of 0.4204 on HRM practices. For the indirect effect, the bootstrapped standard error (BootSE) is 0.1010. For the indirect effect, the bootstrapped upper and lower limits of the confidence interval (BootULCI and BootLLCI) are 0.6371 and 0.2470, respectively.

Table 4: Indirect Effect of HRM Practices on Employee Behavior

Indirect Effect of Employee Behavior on HRM Practices			
Effect	BootSE	BootLLCI	BootULCI
.4204	.1010	.2470	.6371

Source: SPSS v.26

In summary, the findings indicate that HRM Practices have a strong direct impact on Employee Behavior, as indicated by the coefficient of 0.4947. Furthermore, with an estimated value of 0.4204, Employee Behavior has a considerable indirect effect on HRM Practices. This suggests that the association between HRM Practices and HRM Practices is partially mediated by Employee Behavior.

5. Discussion

H1: HRM practices positively affect job burnout during the downsizing era in the Lebanese SSS.

The results of the simple regression analysis provide support for H1. The positive coefficient for HRM practices suggests that higher levels of HRM practices are associated with increased job burnout. This finding is consistent with previous research that has highlighted the potential negative impact of certain HRM practices, such as high work demands or inadequate support systems, on employees' well-being and job burnout (Fan et al., 2014). It indicates that in the Lebanese SSS, HRM practices may contribute to increased levels of job burnout among employees.



H2: Job Burnout is associated with employee behavior during the downsizing era in the Lebanese SSS.

The multiple regression analysis supports H2. The positive coefficient for job burnout indicates that higher levels of burnout are associated with poorer employee behavior. This finding aligns with previous studies that have demonstrated a negative relationship between burnout and employee performance, engagement, and job satisfaction (Bakker et al., 2014). It suggests that in the context of the Lebanese SSS, job burnout may have detrimental effects on employee behavior, leading to reduced productivity, increased absenteeism, or negative interactions with customers or colleagues.

H3: HRM practices are associated with employee behavior during the downsizing era in the Lebanese SSS.

The multiple regression analysis supports H3. The positive coefficient for HRM practices indicates that higher levels of HRM practices are associated with more favorable employee behavior. This finding is consistent with the literature emphasizing the positive impact of effective HRM practices on employee attitudes and behaviors (Guest et al., 2003). It suggests that in the Lebanese SSS, organizations that prioritize HRM practices aimed at enhancing employee well-being, motivation, and satisfaction are more likely to observe positive employee behavior outcomes.

H4: There is a mediating effect of job burnout on HRM practices and employee behavior during the downsizing era in the Lebanese SSS.

Evidence supporting H4 is provided by the Hayes mediation study. Job burnout was a major indirect effect of employee behavior on HRM practices. This suggests that the association between HRM practices and employee behavior is somewhat mediated by job fatigue. This result is consistent with other studies that have shown how burnout acts as a mediator in the association between work-related variables and employee outcomes (Bakker & Demerouti, 2017). It implies that employee behavior in the Lebanese SSS is influenced by HRM practices through a mechanism that is related to job burnout. The analysis's findings, in summary, validate the correlations that have been theorized and offer insightful information about the dynamics of HRM practices, job fatigue, and employee behavior in the Lebanese SSS. The results are in line with previous research on the subject, which stresses



the detrimental effects of job burnout on employee outcomes and the critical role that efficient HRM practices play in encouraging positive employee behavior.

Hypothesis Number	Hypothesis	Result
1	HRM practices positively affect job burnout during the downsizing era in the Lebanese SSS	Supported
2	Job Burnout is associated with employee behavior during the downsizing era in the Lebanese SSS	Supported
3	HRM practices are associated with employee behavior during the downsizing era in the Lebanese SSS	Supported
4	There is a mediating effect of job burnout on HRM practices and employee behavior during the downsizing era in the Lebanese SSS	Supported

6. Conclusion, Recommendations, and Future Studies

6.1 Conclusion

The study's theoretical and practical ramifications highlight how important it is for HRM to integrate with the workplace. Concepts of quality management emphasize the alignment of HRM practices with business environments and cultures. HRM practices that are in line with the organization's goals and values can help to promote positive employee behavior and performance. By ensuring alignment, HRM initiatives engage with employees and foster a cohesive business culture that motivates them to perform successfully.

The paper also highlights the roles that managers play in implementing HR. Quality management principles emphasize the need of leadership and managerial support in achieving optimal organizational performance. In order to implement HRM programs and create a healthy workplace, managers are essential. By providing guidance and assistance, management can ensure that HRM practices are successful and increase employee engagement and performance. For HRM efforts to be comprehended and implemented, managers must be effective communicators and leaders.

This study emphasizes the importance of HR-line management cooperation. In quality management, teams and cross-functional interaction are highly valued. To implement HRM



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practices, line managers and HR specialists must work together. HR and line managers may enhance employee productivity and well-being by leveraging their knowledge and insights to link HRM operations with company goals. This cooperative approach promotes corporate cohesion and shared HRM responsibility.

This discovery has significant practical ramifications for financial institutions. Strategic HRM methods that prioritize the profitability of the company and the welfare of the workforce are crucial. HRM techniques that lessen job tiredness and increase employee confidence and support should be given top priority by businesses. Programs for strategic HRM improve business outcomes by increasing employee behavior and performance.

Providing problem-solving training to SSS staff may help improve their behavior and job performance. Businesses can cultivate an excellence culture and enhance customer service by providing training to their staff. Programs for employee training and development guarantee that staff members possess the abilities to thrive in their roles and contribute to the growth of the business.

Fostering positive employee conduct and output calls for a positive work environment. Employee involvement, trust, and teamwork are prioritized in quality management. Businesses should promote a respectful, appreciative, and supportive atmosphere. Happiness and well-being among employees are fostered by positive workplace environments, which improve productivity and success. In order to implement HRM practices and foster a positive work environment, managers need be trained and supported. Giving managers the tools they need to encourage worker well-being and set a good example for others could improve morale, output, and organizational success.

6.2 Recommendations

From H1: HRM practices positively affect job burnout during the downsizing era in the Lebanese SSS

To address the issue of job burnout in the SSS, organizations should adopt strategic Human Resource Management (HRM) practices. These practices should be designed to recognize and address the factors that contribute to burnout among employees.



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- *Provide training and development programs on stress management:* Organizations should invest in training and development programs focused on equipping employees with effective stress management techniques. Such programs can educate employees on recognizing the signs of burnout, understanding the sources of stress, and developing coping mechanisms.
- *Foster a positive organizational climate:* Create a positive work environment by promoting a culture of trust, respect, and open communication. This can be achieved by encouraging teamwork, recognizing employee achievements, and providing opportunities for employee feedback and input.

From H2: Job Burnout is associated with employee behavior during the downsizing era in the Lebanese SSS

- *Foster a supportive manager-employee relationship:* Encourage managers to establish positive relationships with their subordinates by being approachable, providing support, and actively listening to their concerns. A supportive manager-employee relationship can mitigate the negative effects of job burnout and promote positive employee behavior.
- *Implement employee recognition programs:* Establish programs that recognize and reward employees' contributions and achievements. Recognizing employees' efforts and providing incentives can boost motivation and positive behavior.

From H3: HRM practices are associated with employee behavior during the downsizing era in the Lebanese SSS

- *Promote work-life balance:* Implement policies and initiatives that support work-life balance, such as flexible working arrangements, time-off policies, and wellness programs. Encouraging employees to prioritize their well-being can help reduce burnout and improve employee behavior.
- *Encourage regular feedback and performance evaluations:* Implement a performance management system that includes regular feedback and evaluations. This allows for constructive discussions on job performance, identifies areas for improvement, and recognizes employees' achievements.



- *Offer career development opportunities:* Provide employees with opportunities for career growth and development, such as training and development programs, mentorship initiatives, and internal job rotations. This can increase employee engagement and motivation.

From H4: There is a mediating effect of job burnout on HRM practices and employee behavior during the downsizing era in the Lebanese SSS

- *Regularly assess and address workload and job demand:* Conduct regular assessments of workload and job demands to identify areas of excessive stress and potential burnout. Take appropriate measures, such as redistributing workload or providing additional resources, to manage job demands effectively.
- *Continuously evaluate and refine HRM practices:* Regularly evaluate the effectiveness of HRM practices in addressing burnout and promoting a stress-free work environment. Seek feedback from employees and make necessary adjustments to ensure the practices align with employee needs and organizational goals.

6.4 Suggestions for Future Research

Future research in the domain of the relationship between HRM practices, job burnout, and employee behavior presents several promising directions for scholars and practitioners.

Firstly, longitudinal studies are warranted to establish causal relationships and examine the dynamic nature of these constructs over time. Such research would allow for a better understanding of how HRM practices influence job burnout and subsequently affect employee behavior.

Secondly, there is a need for cross-cultural research to explore how the relationship between HRM practices, job burnout, and employee behavior might vary across different cultural contexts. Different cultural norms, values, and work expectations could potentially influence the impact of HRM practices on employee well-being and behavior.

Thirdly, it would be valuable for future research to delve deeper into the mechanisms underlying the relationship between HRM practices and job burnout. Investigating potential mediating variables, such as job satisfaction, work engagement, and perceived organizational support, could



shed light on the processes through which HRM practices influence burnout and subsequently impact employee behavior.

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