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Technology Trends, Hrm Practices and Work Attitudes: *A Study In Vietnam*

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Abstract

Background: In Industry 4.0, technology exerts huge impacts on all aspects and functions of organizations and HRM is not an exception.

Purpose: From the characterized employees' perspective in the developing context of Vietnam, this present research examines the effects of some salient contemporary technology trends (social media, e-HRM, and data analytics) on the effectiveness of HRM practices and, subsequently, on employees' attitudes (job satisfaction and organizational commitment).

Methodology: The research uses structural equation analysis of responses from 447 full-time employees working in a variety of technologically innovative organizations in Vietnam.

Finding: The research finds globally conventional and contextually characterized relationships among variables. According to employees, social media and E-HRM exert significant effects on HRM practices, while data analytics does not show a noticeable influence. HRM practices under digitalization lead to statistically significant increases in employees' work attitudes.

Originality: This present research pioneers the examination of technological effects on HRM activities and employees in developing contexts with employee perspective.

Keywords: technology, social media, e-HRM, big data, HRM practice, work attitudes.

INTRODUCTION

Human resources is one of the critical keys to success for any organization. The process of obtaining, developing, and compensating the workforce is called human resource management (HRM). Developed from the HRM concept with more details, HRM practices concern salient managerial acts toward employees for the purpose of maximizing their potential and contribution, including recruitment, training and development, and compensation (Lamba & Choudhary, 2013). These functions have been beside the organization since its establishment and have attracted scholarly attention since the mid-20th century when the globe was starting its 2nd industrial revolution with the integration of automation into production (Paauwe & Boselie, 2005).

We are now experiencing the 4th generation of industrialization, which features the groundbreaking effect of information technology and communications. Following that technological trend, organizations have never stopped moving forward to catch up with the flow of science and technology in order to enhance their efficiency across all organizational functions, including HRM (Zhou et al., 2022). Therefore, scholars have also paid substantial attention to the technological application in HRM practices or activities, especially since the initiation of computers and information technology (Ruël et al., 2004). The ever-evolving tech era has called for more research into the relationship between technological advances and organizations in general or HRM in more particular, revealing their mutual influences and how to best integrate each other for the development of organizations and the economy.

Despite common trends in economic and technological development on the world scale, different groups of countries with diverse economic, social, and cultural backgrounds may experience progress in different manners (Strohmeier, 2007). This present research takes Vietnam as research fieldwork in an attempt to investigate how organizations in developing countries, specifically HRM functions, immerse themselves into the technological flow. Although

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Vietnamese organizations of diverse sizes and innovations vary in their adoption of modern advancement, some salient technological platforms have frequently been utilized in the HRM practices of Vietnamese companies, including social media, E-HRM, and data analytics (Le, 2022).

This present research aims at how those technological trends impact the effectiveness of HRM practices, which may then lead to changes in employees' work attitudes. Although previous research has looked at these relationships, there are distinctions in their selected technological advances (due to the diversity of contexts and organization types) (Bondarouk & Brewster, 2016), in respondents' perspective – e.g., from managers (Ruel et al., 2007), in methodological approaches (Paauwe, 2009). There have been calls for more empirical studies to keep updated on the effect of ever-evolving technological advancements on HRM practices (Bondarouk & Brewster, 2016). This present research involves the quantitative examination of the relationships from employees' perspectives in order to directly investigate their work attitudes with the effects of the digitalized HRM practices.

THEORETICAL BACKGROUND AND HYPOTHESIS

HRM, HRM practices, Harvard HRM Model

Human resource management (HRM) is the tactical and rational approach to the effectiveness and efficiency of managing people of a company or organization for the purpose of helping their business attain a competitive advantage. It is structured to maximize employee potential, performance, and contribution for the sake of an employer's strategic mission (Paauwe & Boselie, 2005). HRM is basically related to the deployment and control of manpower within organizations, relying on policies and systems (Paauwe & Boselie, 2005). HR department's responsibility is to oversee staff recruitment, training and development, performance assessment, and reward administration, which are conceptualized as HRM practices (Lamba & Choudhary, 2013). HRM practices also relate to industrial relations and organizational change, or the harmonizing of organizational practices with necessities arising from collective bargaining and governmental laws. HRM practices appear to contribute most to improved productivity. The six key work practices identified are career development and opportunities for advancement, training opportunities, job influence and challenge, involvement and communication, performance management and appraisal processes, work-life balance (Connelly et al., 2021).

The Harvard HRM model is supposed to be one of the most important 'soft HRM' approaches owing to its emphasis on people rather than outcomes (Bondarouk & Brewster, 2016). The Harvard HRM model seeks to provide an optimal context for people to do their best work. The Harvard HRM model is a human resource strategy tool consisting of five elements. The model begins on the left with stakeholder interest, which comprises shareholders, managerial force, employees, government, and so on. These groups define the box of HRM policies. Simultaneously, situational factors affect these interest groups, which include workforce features, work unions, and others. Situational factors and stakeholder interest exert an impact on HRM policies, which include HR activities such as recruitment, training, and reward systems. Efficient strategic HRM policies lead to better HRM outcomes, namely retention, cost-effectiveness, commitment, and competence. These positive HRM outcomes lead to long-term individual, organizational, and societal consequences. This present research focus on technology indicated as one of the "situation factors" in the model, on HRM practices equivalent to "HRM policy choices", and "HR outcome" such as employees' job satisfaction and organizational commitment.

[INSERT FIGURE 1 HERE]

Technology and HRM practices

It may be technology that most characterizes the trends shaping human resource management today (Connelly et al., 2021). There are some salient technological trends that are shaping the new digitalized HRM. Social media platforms like Twitter, Facebook, and LinkedIn are more widely utilized to recruit new employees (Hosain, 2023). Another one is web-based or mobile app-based tools, which are applied in monitoring a range of HR functions, examined under the concept of e-HRM (Zhou et al., 2022). *Cloud computing* and more intuitive user interfaces allow employers to control

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and report on works like a team's goal achievement and to provide real-time evaluative reports (Connelly et al., 2021). Finally, *data analytics* fundamentally means using statistical techniques, algorithms, and problem-solving to identify relationships among organizational constructs or variables for the purpose of solving particular problems (Dessler, 2023). This present research focuses on some salient factors in developing contexts like Vietnam, including the application of social media, E-HRM (through internal web pages and mobile apps), and data analytics.

a. Social media (SM) and HRM practices:

The application of SM information into various HRM practices is rising, though such use is mostly restricted to talent search and recruitment and selection (Hosain, 2023). Furthermore, Facebook and LinkedIn are found to be the two most recognized sites among hiring professionals, where the former mostly provides behavioral data, and the latter provides job-related information. Organizations were revealed to develop strong corporate branding through the availability of SM (Vardarlier & Ozsahin, 2021). In the research context of Vietnam, Facebook, Twitter, LinkedIn, and Zalo (a Vietnamese technological brand) are the most prevalent social media platforms used for HRM practices (G.Nam, 2021); therefore, I hypothesized that from employees' perspective (the ones who are directly involved in these procedures), the application of social media for HRM purposes in Vietnamese corporations is linked to the efficiency of HRM practices:

Hypothesis 1: The application of social media is positively linked to the efficiency of HRM practices.

b. E-HRM and HRM practices:

E-HRM is the scheduling, operation, and application of information technology for both involving and helping at least two individual or collective members in their shared performance of HR functions (Bondarouk et al., 2017). The two most common podiums of E-HRM are web-based and app-based tools, which provide convenient and powerful support for a wide range of HRM activities or practices (Ruël et al., 2004). For example, companies can interact with employees for the express purpose of compensating their contribution through salary, awards, and other benefits electrically listed, summarized, and reported on E-HRM platforms. Hence, there can be a positive relationship between the utilization of E-HRM and the HRM practices' effectiveness.

Hypothesis 2: The utilization of E-HRM positively influences the effectiveness of HRM practices.

c. Data analytics and HRM practices

The "Big data" era provides entrepreneurs with huge opportunities for various functions without exception for HRM. Data regarding the labor markets, employees' personal and work profiles, or even data from stakeholders can now be more easily accessed and analyzed with the helping hands of Internet and software (Cheng & Hackett, 2021). As a result, HRM practices may gain substantial advantages for its diverse capabilities if companies adopt timely strategies for data acquisition and processing. However, most of the data analysis results are employed by HR managerial forces, and employees do not often consult or are not usually supplied with HR-related data. There have been calls for more engagement and training for employees to approach the beneficial and huge data (Yang et al., 2023), but whether employees themselves can see the intersection between data analytics and HRM practices is still mysterious:

Hypothesis 3: The adoption of data analytics is positively related to the effectiveness of HRM practices.

HRM practices and employees' attitudes

In this present research, we particularly consider the effects of technology trends and HRM practices on two common employee job attitude variables: job satisfaction and organizational commitment. Job satisfaction is a measure of workers' pleasure regarding their job, which represent their interests or individual aspects or facets of jobs, such as the nature of work or management (Aziri, 2011). There are various concepts of organizational commitment, often described as the desire of the employee to make high efforts for the good of the organization, yearning to remain in it and accept its main targets and values (Mowday et al., 1979).

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There has been a variety of research on how HRM practices influence employees' work attitudes. A majority of the research agrees that HRM practices can affect the level of job satisfaction and employee commitment. For example, Ileana Petrescu and Simmons (2008) examined the relationship between HRM practices and employees' overall or pay-related job satisfaction. The result indicated that several HRM practices increase employees' overall and pay-related job satisfaction. For the association between HRM practices and employee commitment, for example, Lamba and Choudhary (2013) found significant impacts of various forms of HRM practices on employee commitment at diverse levels across some investigated sectors. Therefore, with a focus on salient technological trends in developing contexts in relation to HRM practices and staff's work attitudes, this research initiates an examination of how employees themselves assess the relationships:

Hypothesis 4: The effectiveness of HRM practices positively affects employees' job satisfaction.

Hypothesis 5: The effectiveness of HRM practices positively affects employees' organizational commitment.

[INSERT FIGURE 2 HERE]

METHODOLOGY

Samples

A questionnaire survey research method was used to find responses from a variety of technologically innovative organizations in Ho Chi Minh City, Vietnam. Surveyed organizations feature technological integration into HRM activities. They include HUTECH University and some major companies/organizations from the institutional network. Then, the researcher and assistants contacted nearly 700 potential respondents either by phone, social media or email and 447 employees in 8 organizations accepted our survey. Descriptors of the sample are summarized in Table I.

[INSERT TABLE I HERE]

Pilot study

In designing the questionnaire with respect to the actual conditions experienced by employees in organizations with technological applications in HRM, we consulted existing questionnaires on the same relative issues from the literature. Utilizing a preliminary draft questionnaire, a pilot test was conducted with 50 employees from HUTECH University and a partnered Engineering company. These responses were excluded from the final study. The questionnaire was revised using the feedback from the pilot study.

Questionnaire

Data was collected through intensive, in-depth interviews and, usually, one-to-one. Every interview was about one hour to 90 minutes in duration. Our interviewers had face-to-face communication and explanations with the top managers and relevant department directors of the firms so that the demand of fulfilling the questionnaire was understood. Our interviewees were employees from diverse departments to represent random perspectives on the relationship between salient technological platforms, HRM practices, and employees' satisfaction and organizational commitment.

The time frame was from 2022 to 2023 after the traumatic effects of COVID-19 when economic activities have been returning to new normal. A total of 447 employees across eight organizations were successfully surveyed after nearly 700 questionnaires had been sent. The overall response rate for the survey was 64 percent. This response rate is quite high thanks to the wellness of employees from the author's institution along with its network companies.

In order to test the latent dangers in common method variance, we took two steps. First, in order to ensure the reliability of answers to our questions, we tried collecting data from employees from diverse types of organizations and departments. 447 employees across eight organizations of different types and in various functions completed the surveys. Second, to assess the non-response bias, we compared the responding employees with the non-responding staff and found no significant differences in terms of firm-level and types of organizations and departments.

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Measures

Social media: The application of social media in HRM is fairly recent, and each previous research measures different aspects of social media use. Therefore, this present research initiates three items to measure the utilization of social media in HRM practice through the lens of employees:

(1) Availability of social media use in recruitment (e.g., for job posts, candidate interviews, or contact)

(2) Availability of social media use in training and development (e.g., for information and knowledge exchange)

(3) Availability of social media use in compensation (e.g., for announcements and feedback)

Answers were made on a 7-point scale from 1, strongly disagree, to 7, strongly agree. The Cronbach's coefficient alpha for this scale is 0.78

E-HRM: Similar to social media, the author uses three items to measure the application of E-HRM in HRM practices through the lens of employees:

(1) Availability of E-HRM use in recruitment (e.g., providing accounts for job candidates for digital interaction …)

(2) Availability of E-HRM use in training and development (e.g., for information and knowledge exchange, …)

(3) Availability of E-HRM use in compensation (e.g., for announcement and feedback, …)

Answers were made on a 7-point scale from 1, strongly disagree, to 7, strongly agree. The Cronbach's coefficient alpha for this scale is 0. 83

Data analytics: There are also three similar items to measure the application of data analytics in HRM practices through the lens of employees:

(1) Availability of data analytics use in recruitment (e.g., requiring to provide demographic data, showing descriptive or inference data regarding job or company information)

(2) Availability of data analytics use in training and development (e.g., providing useful data during training and development activities, training how to access or use some data analytics tools)

(3) Availability of data analytics use in compensation (e.g., helping with B&C statistics in personal account pages)

Answers were made on a 7-point scale from 1, strongly disagree, to 7, strongly agree. The Cronbach's coefficient alpha for this scale is 0.80

HRM practices: There have been some popular scales to measure integral components of HRM practices such as recruitment and selection or pay and reward system (Jabbour et al., 2010), training and development (Ivancevich et al., 1990), and compensation (Hassan, 2016). The present research adopts representative items from these research to measure HRM practices:

(1) Smooth process of hunting and stimulating potential candidates to apply for vacancies

(2) The least number of tests to select the best candidate meeting the vacancy

(3) Helpful learning activities, such as skills, knowledge

(4) Good reward measures aimed at attracting, retaining, and motivating the most fitting employees,

(5) Good encouragement of relative knowledge, attitudes, and behaviors of members to complete organizational objectives

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Answers were made on a 7-point scale from 1, strongly disagree, to 7, strongly agree. The Cronbach's coefficient alpha for this scale is 0. 80

Job satisfaction: I adopt five items from the scale development of (Judge et al., 2020). An example of items is "I feel good about my job".

Answers were made on a 7-point scale from 1, strongly disagree, to 7, strongly agree. The Cronbach's coefficient alpha for this scale is 0. 80

Organizational commitment: The author adopted seven representative items from corresponding scale developed by Mowday et al. (1979). Example of item is "I will work for my organization in the long run".

Answers were made on a 7-point scale from 1, strongly disagree, to 7, strongly agree. The Cronbach's coefficient alpha for this scale is 0.77

FINDING

Analyses and result

We tested our model with the statistical software SPSS10.0 and AMOS4.0. Structural equation analysis is a combination of factor analysis and path analysis. Our approach to estimating the structural equations model follows the two-stage procedure recommended by Anderson and Gerbing (1988):

1.Estimating a model's reliability and validity which can ensure that the variables used in the following analysis are reliable and valid. Estimation of a model's reliability and validity is done with SPSS10.0.

2.Testing the theoretical model. The hypotheses were verified using structural equation modeling (SEM) techniques as implemented in AMOS 4.0.

Reliability analysis

Composite reliability assesses inter-item consistency, which was operationalized utilizing the internal consistency method, which is estimated using Cronbach's alpha. Basically, reliability coefficients of 0.70 or higher are considered sufficient (Cronbach, 1951). Nunnally (1978) further indicates that allowable alpha values can be slightly lower (0.60) for newer scales, which are suitable for the originally initiated or adaptively mixed scales in this present research. Therefore, an alpha value of 0.60 was determined as the cut-off value. As shown in Table II, all Cronbach's alpha values are more than 0.60.

Construct validity

Construct validity is the degree to which the items on a scale can efficiently measure the abstract or theoretical construct (Smith, 2005). Testing of construct validity focuses not only on discovering whether an item loads significantly on the factor itis measuring (i.e., convergent validity) but also on warranting that it does not measure other factors (i.e., discriminant validity) (Campbell & Fiske, 1959). Convergent validity occurs if a group of indicators measures one common factor. Convergent validity is demonstrated by the statistical significance of the loadings at a specified alpha (e.g., P 0:05). A loading of 0.7 shows that about one-halfof the item's variance (the squared loading) can be attributed to the construct; thus, 0.7is the suggested smallest level for item loadings on established scales (Fornell & Larcker, 1981). The factor loadings of 26 items in the various scales are above or close to this threshold, implying both the statistical significance of relationships between the items and constructs and reliability of individual items.

[INSERT TABLE 2 HERE]

Assessment of model fit

As Table III shows, the overall fit of the saturated measurement model is good. With AMOS, the model yielded a chi-

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square of 768 with 630 d.f. Although analysis of covariance structure has traditionally relied on a chi-square likelihood ratio test to evaluate model fit, it is very delicate to the sample size, number of items, and quantity of factors in the model. Therefore, other fit indices, including chi-square/df, GFI, NFI, and RMSEA, were used to assess the overall model fit. The value of chi-square/df was found to be 1.219, which is a good fit because the recommended range for the ratio of chi-square to degrees of freedom is between 1.0 and 2.0 (Hair, 2010). The GFI assesses the correspondence between observed and hypothesized covariance. A good GFI should be 0.90 or higher, and a good AGFI should be near 0.90 or higher. In our model, the GFI is 0.958, and the AGFI is 0.895. The NFI indicates the extent to which the model improves fit compared to a random model, and a value greater than 0.80 is considered indicative of good fit. Our model has an NFI of 0.872 and, therefore, shows a good fit. The RMSEA value of 0.016 is well below 0.033, indicating a low discrepancy between the implied covariance in the model and the observed covariance in the data. Other indicators are reported in Table III. In general, all these results suggest that our model fits the data well.

[INSERT TABLE 3 HERE]

Test of hypotheses

Table IV presents results of the testing of the five hypotheses, and the final tested path relation is described in Figure 3.

Technology trends and HRM practices: The first set of hypotheses (H1, H2, and H3) predicted the influence of technological applications (social media, E-HRM, data analytics) in HRM practices. The utilization of social media positively influences HRM practices' effectiveness (0.586; p, 0.078); thus H1 received support. H2 is also supported, showing a positive effect between E-HRM application and the efficiency of HRM practices (0.478; p, 0.043). From employee perspective, the deployment of data analytics is not significantly related to HRM practices (p, 0.235).

HRM practices and employees' work attitudes: The second set of hypotheses (H4, H5) predicted the effect of HRM practices on employees' job satisfaction and organizational commitment. There is a statistically significant positive association between the effectiveness of HRM practices and both employees' job satisfaction (0.310; p, 0.065), and organizational commitment (0.249; p, 0.008) – H4 and H5 are supported.

[INSERT TABLE IV HERE]

[INSERT FIGURE 3 HERE]

DISCUSSION AND CONCLUSION

The research has pointed out some novel insights and distinct findings compared with previous studies of the same kind. First is the underestimated role of data analytics in the views of employees. Research has claimed this role to be very significant across HRM practices (Shet et al., 2021). Raw or analyzed data from various stakeholders set important foundations for HR managers and practitioners to adopt timely and effective strategies for recruitment, training and development, compensation, and benefits (Yang et al., 2023). However, this present research found that employees in other functions except HR who are not directly involved in HRM processes do not recognize the importance of big data in the management of human forces in their organization, although they may have superficial access to HR-related data/reports. There can be a view that employees not related to HRM do not need to comprehend the roles of HRM-related data. It is not persuasive because if they are not aware of the roles of such data in HRM processes, they will not collaborate effortfully in providing data related to their capabilities or work processes or stakeholders' data that they can get access to. Thus, HR departments may experience an unexpected loss of precious data from internal sources, especially data on some under-researched or sensitive issues of workplace romance or sexual identity experienced by parts of the workforce (Pham, 2022; Pham, Ho, et al., 2022; Pham, Le, et al., 2022), which is an emerging phenomenon in our contemporary organizations and society (Pham, 2023; Pham, Ho, et al., 2022). Corresponding tactics are encouraged to enhance the awareness of employees on the role of big data or data analytics so that they can contribute to and benefit from the outcome of these data applications themselves.

In the developing context of Vietnam, both social media and E-HRM exert significant impacts on the operation of HRM practices, in which social media slightly exceeds E-HRM in terms of level of effect. It is apparent that in samples from technologically innovative organizations that economically blend their HRM functions with the development of technology, social media and E-HRM as two less-effortfully accessed technological podiums can be considerably advantageous to HRM practices. This finding is consistent with a variety of previous studies (De Alwis et al., 2022; Hosain, 2023). Having said that, this present research features the salient effects of the two most commonly used technologies in HRM under perspectives from employees. Therefore, organizations, especially from developing contexts like Vietnam, can keep exploiting social media and E-HRM for the shake of different HRM practices without concern about the willingness for collaborations from staff within or beyond HR departments.

The increase in HRM practices' effectiveness with the influence of social media and E-HRM, in the views of employees, also leads to an enhancement in their own job satisfaction and organizational commitments. This finding confirms what has been found in the research on the effects of HRM practices and staff's work attitudes, etc. Nonetheless, research of this kind in developing contexts is still limited (Connelly et al., 2021; Harney & Collings, 2021), which emphasizes the importance of this present research, particularly in the modern era of technological influence. Taking all the above findings from employees' perspectives into consideration, organizations in contexts of similar technology picture applied in HRM like Vietnam, may choose which platforms to focus more on in order to enhance HRM practices' effectiveness and, consequently, employees' work attitudes (social media and E-HRM). Furthermore, if big data and data analytics are to be utilized, training on both roles and operations of such tools should be adequately delivered to employees across every function for the purpose of approaching valuable data from all available resources.

Although thoroughly designed with the aim of examining the influences of some salient technological trends in a developing context of Vietnam under perspectives from employees, this research embraces some shortcomings that future works can address for further development. First, the research context of Vietnam cannot represent the whole population of developing countries, which may characterize diverse technological and organizational landscapes (Pham, Pham, Le, Vo, et al., 2023). There can be a future collaboration of scholars from more developing contexts to draw more generalized conclusions on the hypothesized relationships. Also, due to the scope of this research (developing countries such as Vietnam), there are limits to technologies that are available to organizations and HR departments. Yang et al. (2023) note that big data and artificial intelligence are opening new opportunities for businesses to increase their productivity through more efficient HRM. Last but not least, this present research examines the hypothesis from employees' perspectives to see how technology is linked to HRM and, subsequently, to work attitudes, similar to another recent research in Vietnam but with narrow scope of accounting and editing (Pham, Pham, Le, & Vo, 2023). That means the roles of salient technological trends are subjectively evaluated, which within this present research does not necessarily showcase the authentic roles of those trends. Therefore, future research may take other perspectives or approaches to scrutinize those roles.

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FIGURES AND TABLES

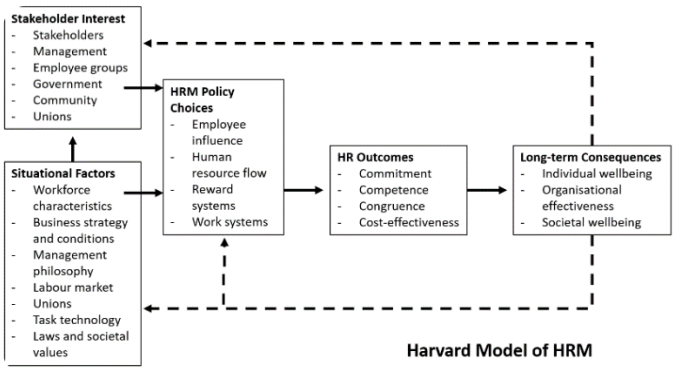

Figure 1: Harvard HRM Model

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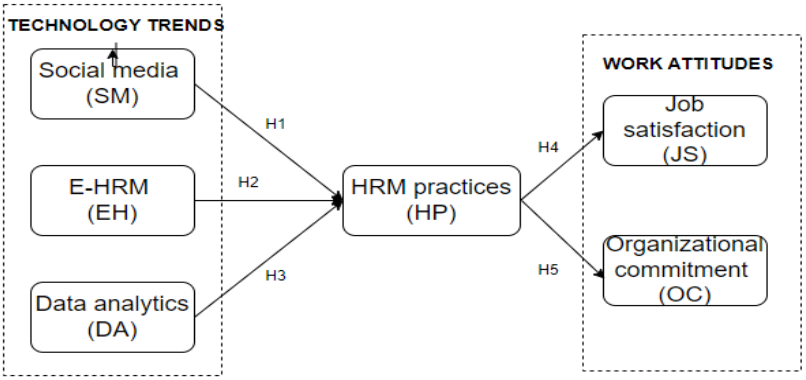

Figure 2: research model and hypothesis

Sample characteristics (n=447)	Percentage
Industries	
Education	37
Electronic/engineering industry	22
Medicine	13
Marketing/Consulting firms	28
Departments	
Marketing	20
Finance	15
Accounting and auditing	27
Operations	18
Human resources	20
Levels	
Entry	24
Junior	33
Senior	23
Manager	20

Table I: Demographics of participants

Construct	Items	Factor loadings	Cronbach alpha
Social media (SM)	SM1	0.66	0.76
	SM2	0.69	
	SM3	0.88	
E-HRM (EH)	EH1	0.90	0.82
	EH2	0.75	
	EH3	0.89	
Data analytics (DA)	DA1	0.77	0.65
	DA2	0.81	
	DA3	0.93	
HRM practices(HP)	HP1	0.74	0.88
	HP2	0.85	
	HP3	0.77	

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	HP4	0.82	
	HP5	0.66	
Job satisfaction (JS)	JS1	0.92	0.72
	JS2	0.86	
	JS3	0.85	
	JS4	0.90	
	JS5	0.85	
Organizational commitment (OC)	OC1	0.92	0.77
	OC2	0.88	
	OC3	0.85	
	OC4	0.92	
	OC5	0.80	
	OC6	0.74	
	OC7	0.68	

Table II: reliability and factor analysis.

Absolute fitness indicators	**Model estimates**	**Explanations**
χ^2 /df	1.219	Very good, between 1 and 2
GFI	0.958	Very good, close to 1
Adjust GFI	0.895	Very good, close to 1
RMSEA	0.016	0.033, a good result
Model comparison		
Tucker-Lewis index (TLI)	0.988	Very good, close to 1
Normed fit index (NFI)	0.872	Very good results
Model parsimony		
Parsimonious fit index (P close)	1.000	Very good

Table III: Indices for accessing model fit

Hypothesis	**Path**	**Standardized regression weighs**	**p-value**	**Conclusion**
H1	SM => HP	0.586	0.078*	Supported
H2	EH => HP	0.478	0.043**	Supported
H3	DA => HP	0.211	0.235	Not supported
H4	HP => JS	0.310	0.065*	Supported
H5	HP => OC	0.249	0.008***	Supported
Notes:*p<0.1; **p<0.05; ***p<0.01				

Table IV: Result of testing research hypothesis

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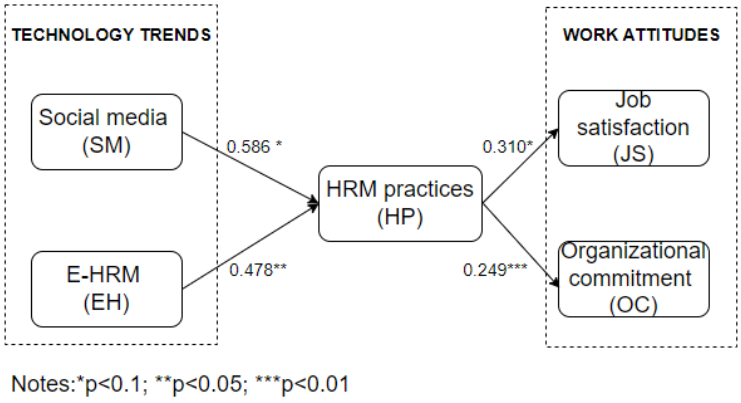

Figure 3: Final model