

Impact of Strategic Human Resource Management on Rule Breaking and Job Satisfaction: Moderating Role of Servant Leadership and Mediating Role of Rules Control

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ARTICLE INFO	ABSTRACT
<p><i>Article History:</i> Received: Nov 10, 2022 Revised: Jan 25, 2022 Accepted: Mar 17, 2022 Available Online: Apr 12, 2022</p> <hr/> <p><i>Keywords:</i> Servant leadership, Rules Control, Strategic Human Resource Management, Rule-Breaking, Job Satisfaction</p> <hr/> <p><i>JEL Classification:</i> J28, O15, C30</p>	<p>Although all forms of resources are necessary for organizational success, the literature seems to agree that human capital and its management have a substantial influence on the performance of corporations. In today's dynamic world, where communication and technologies continually grow, the actions and behavior of employees in their organizations are gaining importance with regard to the workers' performance, SHRM, and servant leadership positions. In this study, the impact of SHRM, servant leadership, and rule control on Job Satisfaction and rule-breaking behavior of employees have been analyzed. Our study consists of a sample population of 287 white collar employees in the public and private sectors of Pakistan. Analysis was carried out using SPSS and AMO programs. Hypotheses were tested by the structural equation model. Finding reveals that SHRM has a positive and significant influence on job satisfaction but an insignificant impact on the rule-breaking behavior of employees. Servant leadership positively influenced job satisfaction and significantly moderates the association between SHRM and job satisfaction indicating that the servant attitude of the manager increases the satisfaction of the personnel. Rules control plays a significant mediating role. The current study contributed that employee exhibit greater levels of persistence, competence, and competitiveness while they are motivated by servant leaders. Managing workers from different backgrounds and with different work ethics require proactive leadership that disciplines organizational life according to predetermined guidelines for job involvement.</p>

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1 INTRODUCTION

The climate in which the entities work continues to develop quick developments in the environment, globalization, and competitiveness, in order to deliver creative services, produce new requirements and challenges. Organizations must make use of all their resources to gain a competitive advantage, and this makes it incredibly essential for organizational performance to test the added value of human resource management (HRM). In the late 1980s and early 1990s, the SHRM concept was developed, that emphasized integrative, constructive, and value driven HRM practices. Human resource management (HRM) focuses on hiring and recruiting the best workers in an organization and giving them pay, incentives, training, and growth opportunities. While SHRM takes these tasks a step further by positing the goals of different departments with the overall corporate goals. The policy of recruiting, developing, rewarding, and maintaining personnel for the morale of both the staff as individuals and the company as a whole is called strategic human resource management (Sareen, 2018). Some researchers have emphasized a significant relationship between SHRM and performance, while some suggest SHRM affects the perceptions and attitude of workers, which eventually affects organizational performance (Thymi et al., 2022).

The advent of various aspirations among management stakeholders and changes in the business environment are imperative in fetching new ideas to the literature in the area of leadership. The servant leadership theory was constructed and developed by Van Dierendonck (2011) to stakeholders' growing concerns as the market climate evolves. In a highly competitive atmosphere organizations have started to embrace a performance-based working structure and require workers to follow the targeted performance requirements. When there is a high degree of job

satisfaction (JS), workers can surpass the target performance and make a meaningful impact on their organizations. SHRM is an essential wing of any business to promote employee contentment in accordance with the requirements for enhancing organizational performance. SHRM considered an important factor as it impacts organizational accomplishment and employee's behavior. SHRM practices have positive impact on the firm performance because it forms a highly motivated and empowered personnel. SHRM impact the job satisfaction of employees by effecting the individual commitment toward organization (Yakut & Ergün, 2022). People nowadays spend the majority of their time in corporate organizations, where they can meet many of their material, social, and even emotive requirements. As a result, organizational members become increasingly reliant on their organizations to provide some of their requirements.

Prior studies outrageous that in the field of leadership, there is a slot in the rule-breaking (RB) behavior of human resource management (HRM). Generally, it is mentioned that further study needs to be conducted in multiple environments and diverse sectors relative to the willingness of an individual to participate in rule-breaking conduct and other activities inside the company while analyzing the influence of servant leadership (Sareen, 2018). The organization's human capital is believed to be a crucial factor in achieving a long-term competitive edge (Barney, 1991). Considering the less evolved zones above, our principal goal of the study is to evaluate how SHRM, servant leadership and rules control influence employee's satisfaction and their rule-breaking tendencies in an organization. The purpose of this study is to observe the effect of SHRM, servant leadership and rules control on job satisfaction (JS) and rule-breaking behavior of personnel. Afterward, the moderation effect of servant leadership on the association between SHRM on job satisfaction and rule-breaking is examined. The mediation effect of rules control on job satisfaction and rule-breaking was also analyzed in this study.

2 LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Strategic Human Resource Management, Rule-Breaking and Job Satisfaction

Many firms have concentrated on human resource techniques to overcome problems and acquire a competitive advantage as the global market gets increasingly challenging and uncertain. Human resource management (HRM) can help an organization's skills, knowledge, creation, synergy, commitment, and outcomes. Furthermore, it is a system that shapes employee attitudes and behavior and strengthens the link between employer and employee, motivating employees to put out greater effort in the areas of invention and innovation, assisting the firm in achieving its goals, and motivating employees (John, 2022). Due to workplace difficulties, strategic human resource management (SHRM) has stimulated attentiveness in academic research particularly in the last decade. This revolutionary perspective views human resources as an asset for enterprise and considers HRM as a strategic rather than reactive, static, and managerial one (Hamid & Azhar, 2014; Malik et al., 2021; Rehman et al., 2014). The influence of SHRM on personnel also has a significant positive effect on the performance of a corporation. SHRM policies or practices that facilitate better performance may not have any influence upon its personnel in case of incidents encountered in an enterprise (Yakut & Ergün, 2022).

Over the last three decades, interest in SHRM has increased because researchers have attempted to show the effectiveness of HRM to establish an influence on organizational performance. Criticisms made on studies undertaken in the field of SHRM lead to the expansion of SHRM. Leading scholars and analysts typically concentrate on three distinct approaches to the theoretical interpretation of the relationship between HRM and organizational performance. These consist of (a) Approach to universalism or best practices, (b) Fit or contingency and (c) Resource-based view (Schotter et al., 2021; Suh & Battaglio, 2021; Sabir et al., 2015). The best practice and contingency approach emphasize how the human resource can be a competitive asset for businesses. While, resourced-based review yields the theoretical and conceptual reasoning for SHRM (Gurbuz & Mert, 2011).

Human resources practices are often important to force a positive influence on the growth and effectiveness of personals and the company, where the human aspect comes to the forefront in enterprises (Kim et al., 2022). SHRM pioneered the implications of high-performance applications for employees. In this context, once organizations implement SHRM policies, it is believed that corporate efficiency will be positively influenced (Kochan & Dyer, 1993). In human resources management activities Individuals, most likely have a higher level of contact with co-workers and greater participation in the decision-making process (Kashyap, 2021). These new opportunities might increase the level of job satisfaction and control the rule-breaking behavior of employees. Malik, M. S., Ali, K., Kausar, N., & Chaudhry, M. A. (2021) and Absar et al. (2010) asserted that HR practices are closely related to job satisfaction, due to the belief that sound human resources practices lead to better satisfaction at the workplace, decrease rule-breaking behavior and eventually improve organizational performance. Hence in the light of the literature review, it can be stated that.

H₁: SHRM has a significant positive impact on job satisfaction.

H₂: SHRM has a significant negative impact on rule breaking.

2.2 Servant Leadership, Rule-Breaking, and Job Satisfaction

Servant leadership is seen as possessing a distinct leadership approach among leadership perspectives and theories that pay special attention to service to others (Greenleaf, 1998). In recent decades this approach has been gaining renewed attention in leadership literature due to the advent of several models that operationalize and determine servant leadership. The fundamental aspect of servant leadership is that leaders represent their followers altruistically. The word servant leadership was coined by Greenleaf (2002) as a group-oriented approach to building up entities with the primary objective of concentrating on personnel and the society, not profit. Servant leadership plays a significant role in inspiring workers to execute business affairs, to support the institution, to achieve its objectives and to increase the job satisfaction (Ozturk et al., 2021; Smith et al., 2004; Bilal et al., 2016).

Job satisfaction is the utmost studied topic in the area of organizational conduct. Job satisfaction is conceptualized as the recognition of employees when rewards of the job are in accordance with their desires. Karatepe et al. (2009) claimed that when workers had to confront unpleasant attitudes and behaviors, the level of job satisfaction declines, and in these circumstances, personnel may also think about to quit the company as per the complexity of situation. Stressful experiences faced by personnel can increase the risk of despondency, anxiousness, and little job satisfaction (Ch, M. A., Shaukat, H. S., & Iqbal, 2021). Employee disappointment can lead to an organizational downturn in the market which can influence their earnings. Low job satisfaction can inspire employees to quit their present job to pursue a better career elsewhere. Managers, executives, personnel and human resource managers in general are concerned about how job satisfaction can be enhanced. Roznowski and Hulin (1992) suggested that the most insightful information to have about personnel of a company was a reliable indicator of their level of job satisfaction. Greenleaf (1998) contend that it is the moral responsibility of servant leaders to satisfy their adherents' requests, and function to the good of their supporters and their firms. Servant leadership encourages employees to follow the rules and regulations that eventually decrease rule breaking behavior of employees. Russell and Stone (2002) recognized 9 functional features such as "vision, honesty, integrity, trust, service, modelling, pioneering, appreciation of others, empowerment" and 11 supplementary features such as "communication, credibility, competence, stewardship, visibility, influence, persuasion, listening, encouragement, teaching, delegation". Thus, based on the impact of servant leadership on job satisfaction and rule breaking behavior of employees, it can be stated that.

H₃: Servant leadership has a significant positive impact on job satisfaction.

H₄: Servant leadership has a significant negative impact on rule breaking.

2.3 Moderating Impact of Servant Leadership

Servant leadership concept relates to the degree of employee satisfaction with the circumstances they have faced in their company. Servant leaders' attitudes and behaviors have attributes for instance being open and equitable, possessing the values of companionship and honesty, fostering company and business value, supplying staff with job growth opportunities, and creating an intellect of confidence in their personnel (Hill, 2021). Concentration of SL is not institutions, but rather it protects the needs and well-being of its followers. Servant leaders have the perspective of influencing others from the context of putting the interests of both the company and the needs of individuals above their own needs and aspirations. As a consequence of the study conducted in literature, we can notice that JS is characterized in various manners. Overall, job satisfaction represents workers' good or bad emotional responses due to their work, and their powers and obligations. This behavior, established by workers, may be the product of positive or negative views of different intrinsic and extrinsic factors, like personal growth, self-esteem, accomplishment, working environments, fair treatment, salaries and workplace conditions (Adiguzel et al., 2020). Generally, employees with high job satisfaction display an optimistic and valuable outlook towards their companies (Tantri et al., 2022). A case was conducted at JK Tyre Ltd, Mysore to examine the importance of employee development strategies and job satisfaction level. Findings showed that training and development improve the degree of employee satisfaction (Nagaraju & Archana, 2015). Prior studies have found that leaders who pursue a servant leadership style have significant influence on job satisfaction of their personnel (Barbuto Jr & Wheeler, 2006; Guillaume et al., 2013; Kashyap, 2021; Mayer et al., 2008; Rehman et al., 2014). We assume that negative consequences of rule breaking would have negative effects on business performance. Ehrhart (2004) and Chung et al. (2010) have discovered that servant leaders generate an environment that employees consider as equal or just, which, in turn, contributes to more corporate citizenship behavior and less (interpersonal) deviance in the workplace. In light of the literature review, we

explored the moderating role of servant leadership on job satisfaction and rule breaking behavior. Thus, we can hypothesize that.

H₅: Servant leadership moderates the association among SHRM and job satisfaction.

H₆: Servant leadership moderates the association among SHRM and rule breaking.

2.4 Mediating Impact of Rule Control

Generally, infringements of formal corporate rules are perceived to be self-interested, aberrant or immoral behavior in the workplace. As a result, rule breaking literature has been denoted by description of frustrated, disgruntled employee breaching corporate guidelines in protest of perceived biases or due to a lack of morals. In the last 3 decades, rule breaking conduct has been a significant and remarkable research subject. Morrison (2006) distinct rule breaking as "any instance where an employee intentionally violates a formal organizational policy, regulation, or ban with the primary purpose of promoting the welfare of organization or one of its stakeholders" Its features are the absence of self-benefit and the punitive offence that they may experience if certain policies or procedures are not followed and if they behave in the benefit of the corporation (Walter et al., 2021). It is about a person who works far beyond policies that he/she feels are false and assumes personal responsibility to violate the rules for the organization's advantages. Workers often encounter themselves in positions where breaching laws may potentially advance the organization's interests therefore, breaking pro-social instruction is vital because while corporate policies are usually supposed to be aligned with the goals organization (Kaufmann et al., 2022; Vardaman et al., 2014). Employees may breach rules and regulations to assist their peers to complete their work on time or to make more attempts to satisfy clients in order to best support the organization (Brief & Motowidlo, 1986). Morrison (2006) gives insight into the intentions that inspire staff to break rules and display social behaviors. He posits that the intention to rule breaking is lacking in conceptual and empirical study and further work must be done theoretically in order to conceptualize this topic. Severe violation of the laws by workers may have a detrimental effect on financial decisions and management's promotional decisions. The control level found in an organizational rule shall influence job satisfaction by changing the sense of self-determination of an employee, resulting from the fulfilment of interdependent autonomy, expertise and connectedness requirements (Gagné & Deci, 2005). Autonomy gives the person a sense of self-determination and control over their behavior. The competency component of self-determination emphasizes the concept that one can perform challenges successfully and attain desired purposes. Relatedness offers a sense of meaningful social connection, esteem and dependence on the workplace. In different organizations the autonomy, presumed competence, and connection resulting from the interaction between the manager and the employee have been related to work satisfaction and to other indices of employee morality (Baard et al., 2004). SHRM practices helps the workers to control the rule and regulation of an organization that eventually decrease the rule breaking behavior of employees (Thymi et al., 2022). Prior literature shows that there is a positive relationship between rule control and job satisfaction (Pandey & Kingsley, 2000; Wright & Davis, 2003; Chaudary et al., 2018). In light of the literature review, we can hypothesize that.

H₇: SHRM significantly influence rules control.

H₈: Rules control has significant impact on job satisfaction.

H₉: Rules control significantly influence rule breaking.

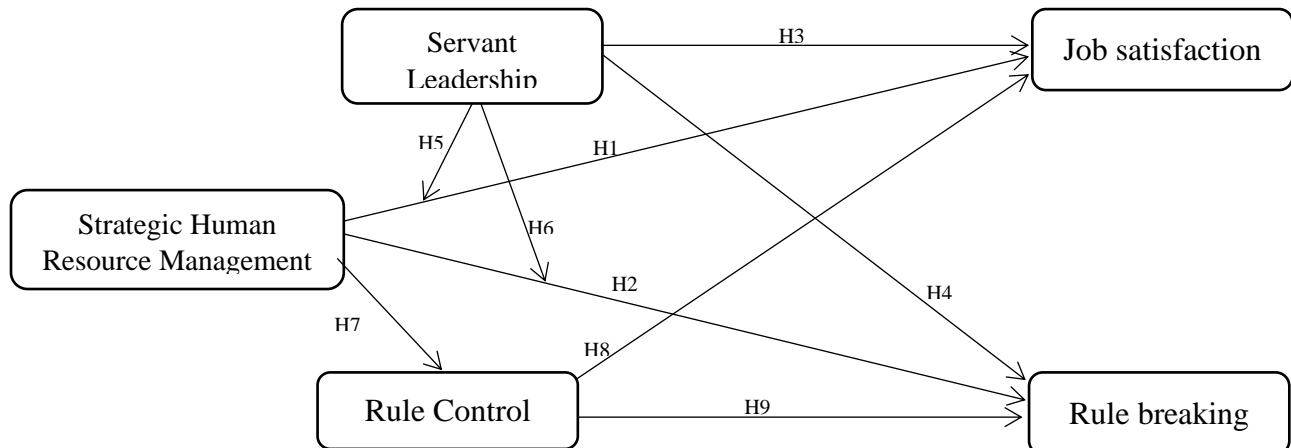


Fig. 1. Research Framework

3 METHODOLOGY

3.1 Analytical approach

An online survey was used to collect the data for this paper. Using a 5 Likert-scale questionnaire, data was obtained from 287 employees. The questionnaire was sent to public and private organizations of Pakistan, which was chosen at random. Participants received an e-mail with a personalized URL-link encouraging them to complete the survey. Later, two or three e-mail alerts were sent (depending on the organization). The staff was told that the responses would not be released to top management, they were also instructed that the collected data would only be evaluated and reported in aggregate form and kept with strict confidentiality. In light of the literature review, a quantitative approach was used to evaluate the impact of statistical concepts. In this study, two dependent variables were used to analyze the impacts of independent variable (Thomas et al., 2015). The purposive sampling technique was adopted because it relies on the principal features of the selected sample (Amir & Chaudhry, 2019). Factor and reliability analyses were carried out to check the reliability and validity of questionnaire. The data was analyzed using the SPSS AMOS 22 program, and structural modeling was used for hypothesis testing.

3.2 Instruments adoption

SHRM, SL, rules control, job satisfaction and rule breaking scales were included in questionnaire. Green Jr et al. (2001) developed questions associated with SHRM scale. The alpha value of 9 items was .91 in the analysis carried out by Green Jr et al. (2001). In the said study a 6-point Likert scale was used. Scale of *servant leadership* was developed by Ehrhart (2004), it was evaluated by 14 scales with alpha .98. After factor analysis, all scales of SL were approved. For *Rule Breaking Scale*; Dahling et al. (2012) used 21 items-scale in their study and alpha value of these scales .89, and current study adopted this modified scale from (Adiguzel et al., 2020). *Job satisfaction* scale was introduced by Brayfield and Rothe (1951). The said study used 18 items scales and alpha was .87. It was measured using a 9 items adopted from the study of Adiguzel et al. (2020) in current study, which was approved after factor analysis. The scale of *Rule Control* was adopted from DeHart-Davis et al. (2015); DeHart-Davis (2009). It was evaluated by 3 scales with alpha .79.

3.3 Ethical consideration

The researcher considers all the research ethics throughout the study. Moreover, the Researcher kept all the information of the respondents confidential. During the survey, the researcher was unbiased and make sure to minimize his influence on the respondents.

4 DATA ANALYSIS AND FINDINGS

4.1 Demographic profile

There were 287 white collar workers in the survey, 123 of whom were female and 164 of whom were male, employed in numerous departments of private and public organizations. The survey participants' ages were classified as follows: 34.5% were between the ages of 18-25, 47% were between the ages of 26-30, 11.1% were between the ages of 31 and 35, 7.3 % were between the ages of 36 and 40. 48.8 % of the workers (140 employees) belong to the private sector while 51.2 per cent of the (154 employees). Level of achievement of the workers' specific goals; 0% participants said they were at a "very low level", 15.3% said they were at a "low level", 49.5% said they were at a "medium level", 32.4% workers said they were at a "high level", and 2.8% workers said they were at a "very high level".

4.2 Measurements

Questionnaire used in the analysis was a 47-question Scale. The following variables were subjected to factor analysis: SHRM, SL, RC, JS, and RB. Factor confirmatory analysis was conducted to check the validity of individual factor structure. 41 questions were split into 5 factors. Table 1 below displays the alpha values as per variables. As displayed in Table 1, alpha values of all factors are higher than 0.7, hence the criteria is fulfilled (Ch et al., 2021; Hair et al., 2006). After factor analysis, 4 questions were dropped from job satisfaction and 1 question was dropped from rule breaking factor to increase the reliability of data. Table 1 also shows the results of mean, normality and reliability. By using reliability analysis, internal consistency of measurement and mean relationship among items can be described. As seen in the table 1, alpha reliability is greater than 0.70, means that items of all the variables are hanging together.

Table 1. Descriptive, Normality and Reliability

Variable	Range	Items	Mean	Items Deleted	Skewness	Cronbach Alpha
SL	1-5	15	3.5697	5	-.364	.892
SHRM	1-5	9	3.2474	0	-.578	.935
RB	1-5	11	3.5216	1	-.586	.926
JS	1-5	9	2.8335	0	.243	.915
RC	1-5	3	3.1208	0	-.294	.794

Mean values are shown to be within a valid range of 1 to 5, indicating that the data is normally distributed. The presence of outliers in distribution is frequently shown by the statistic and standard error in skewness. There are no outliers in the results, so it seems to be significant and reliable for further analysis. Table 2 enlists the results of discriminant and convergent validity along with the correlation among variables.

Table 2. Discriminant and Convergent Validity

Variable	CR	AVE	MSV	JS	SL	SHRM	RB	RC
JS	0.914	0.544	0.248	0.738				
SL	0.920	0.535	0.055	0.235	0.732			
SHRM	0.932	0.605	0.327	0.421	0.012	0.778		
RB	0.934	0.589	0.019	-0.029	-0.079	-0.114	0.767	
RC	0.805	0.583	0.327	0.498	0.164	0.572	-0.137	0.764

The confirmation of discriminatory validity can be found because there are less than 0.80 correlations between variables (Abubakar et al., 2016). Furthermore, the values of CR and AVE should be greater than .7 and .5, respectively. So, the criteria are fulfilled in this case, indicating that all of the values are reliable, and the data is ready for further analysis. In table 2 correlational analyses were also carried out to check the relationship between servant leadership, SHRM, rule control, RB, and JS. The association among SHRM and JS is statistically significant with $r=.421$ and $p<0.01$. SHRM is negatively associated with rule-breaking ($r=-.114$, $p<0.05$). The relationship between servant leadership style and job satisfaction is significant and positively correlated with $r=.235$. While servant leadership is negatively correlated with rule-breaking having $r=-.079$ and $p<0.01$. Rule-breaking is negatively correlated with all variables except servant leadership. The relationship between SHRM and servant leadership is positive but not statistically significant. As per correlation coefficients, rule control is positively associated with all variables except with rule breaking. It implies that when we control law, the number of times it is broken declines. Table 3 exhibits the outcomes of model fitness.

Table 3. Model Fit Indices

Fit Indices	Fit Criterion	Obtain Fit Values for Measurement Model	
		Before Modification	After Modification
CMIN/DF (X2/DF)	$X^2/DF \leq 3$	2.178	1.749
Good Fit Index (GFI)	$GFI \geq 0.80$.780	.821
Incremental Fit Index (IFI)	$IFI \geq 0.90$.884	.928
Tucker Lewis Index (TLI)	$TLI \geq 0.90$.876	.921
Comparative Fit Index (CFI)	$CFI \geq 0.90$.884	.927
RMSEA	$RMSEA \leq 0.08$.064	.051

The 2/DF, GFI, IFI, TLI, CFI, and RMSEA indices were used to assess the five-factor model's compatibility. X^2/DF must be less than 3. Hence, the model satisfies the compliance criterion in this regard. According to compatibility criteria values IFI, TLI, and CFI must be greater than 0.09. The value of RMSEA should not exceed 0.08, a value closer to zero is the best fit (Barrett, 2007; Xia & Yang, 2019). As per the model fit insides showed above, after modification the model fulfills the compliance criteria, so the model is a good fit for further examination. Table 4 below enlists the outcomes of hypothesis testing.

To investigate research hypotheses, the study used a structural equation model. SHRM has a significant positive effect on JS. To put it another way, the level of job satisfaction increases with the level of SHRM. But SHRM has a positive and insignificant effect on rule breaking. Thus we accept hypothesis 1 but failed to accept hypothesis 2 (Adiguzel et al., 2020). Moreover, SHRM significantly influences the rule control practices of an organization. Therefore, we accept hypothesis 7. Servant leadership has a significant and positive influence on job satisfaction ($\beta=.188$, $p<0.01$). But the influence of servant leadership on rule-breaking is negative and statistically significant with

$\beta = -.097$ and p -value less than 0.01 . which means that as the degree of servant leadership increases rule-breaking behavior of employees decreases. Thus hypothesis 3 and hypothesis 4 both are supported. Rule control has a positive and significant effect on job satisfaction with $\beta = .344$ and $p < 0.01$. according to the results shown above hypothesis 9 is not supported because rule control has an insignificant influence on the rule-breaking behavior of employees.

Table 4. Structural Equation Model

Hypothesis	Hypothetical Path	B	S.E.	Sig.	Decision
H1	SHRM → JS	.224	.081	.003	Accepted
H2	SHRM → RB	-.043	.072	.602	Not Accepted
H3	SL → JS	.188	.064	.001	Accepted
H4	SL → RB	-.097	.047	.046	Accepted
-	Moderation				
H5	SHRM* SL → JS	.201	.057	.000	Accepted
H6	SHRM*SL → RB	.105	.064	.474	Not Accepted
-	Mediation				
H7	SHRM → RC	.574	.082	.000	Accepted
H8	RC → JS	.344	.071	.000	Accepted
H9	RC → RB	-.125	.062	.145	Not Accepted
-	Indirect Effect				
-	SHRM → RC → JS	.197	.063	.010	Accepted
-	SHRM → RC → RB	-.072	.052	.198	Not Accepted

In the structural equational model, the interaction impact of servant leadership on the association between job satisfaction and SHRM was evaluated. Analyzes have been conducted to test hypotheses 5 and 6. The moderation impact of servant leadership was examined by following the procedures of interaction effect issued by (Adiguzel et al., 2020; Khan and Khan 2018). Table 3 shows that servant leadership moderates the relationship between SHRM and JS ($\beta = .201$, $p < 0.01$). Thus hypothesis 5 is supported. This scenario demonstrates how supervisors can maintain themselves to ensure employee job satisfaction. a key attribute of servant leadership style is the demeanor and behavior of a leader with his or her staff. Servant attitude increases the satisfaction of the employees. The moderation effect of SL on the association between SHRM and RB is not significant with a coefficient value of $.105$. It supports the fact that if workers believe the rules are unnecessary, they will not follow or enforce them, but will behave in the organization's best interests.

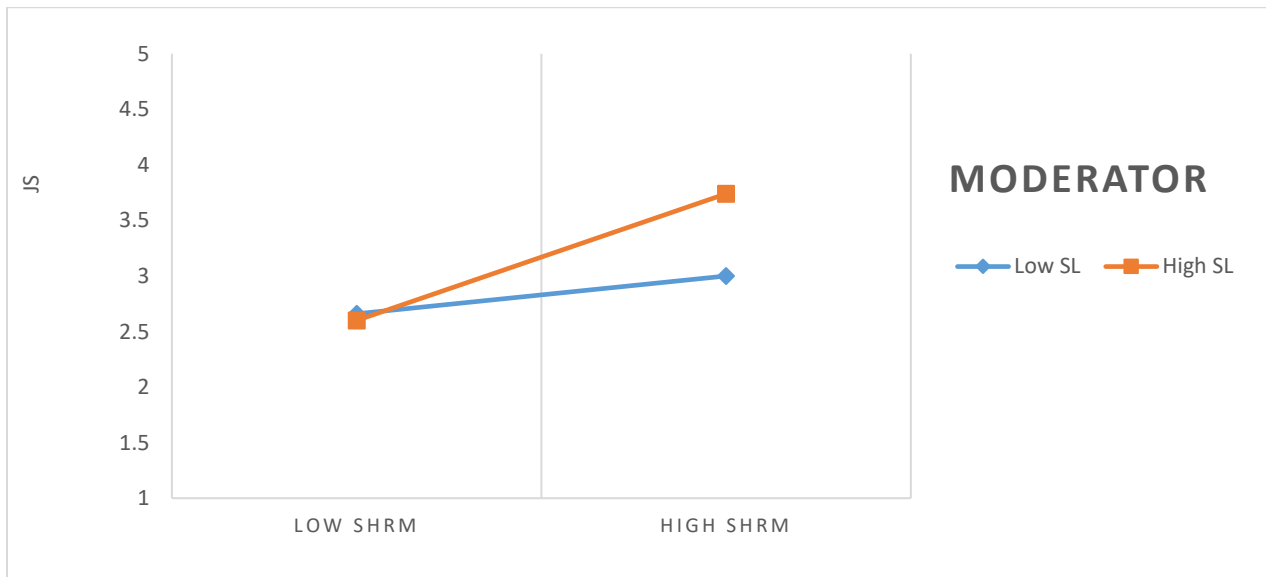


Fig. 2. Moderating Effect of Servant Leadership between SHRM and JS

In the structural equational model mediating effect of rule control on the association between SHRM and JS was analyzed. Table 4 shows that rule control significantly mediates the association between SHRM and job satisfaction but insignificantly mediates the association between SHRM and rule-breaking behavior of personnel. Rules

application with workplace satisfaction advocates that management discretion requires trade-offs between managers' flexibility to adapt rules to the situation at hand and productivity of workers who see them do so. Rule control has a positive and significant effect on job satisfaction which means that by controlling the rules of any organization we can increase the job satisfaction of employees. While rule control has a significant impact on the rule-breaking behavior of employees. Hence, we will support hypothesis 7 and but we will reject hypothesis 9.

5 DISCUSSION AND CONCLUSION

5.1 Discussion

Servant leadership has been found to encourage positive behaviors and facilitate the excellent performance of adherents in previous studies. Servant leaders prioritize the human-centered style of management and concern for all stakeholders. The findings of the study suggest that hypotheses H3 and H4 are accepted. Although servant leadership discourages workers from violating rules, it increases their job satisfaction. SHRM implementations should strive to lead to the development of a corporate culture that can offer a competitive advantage in addition to ensuring consistency within the corporation (Miao et al., 2011). According to the results of the study both SHRM and servant leadership positively influence job satisfaction, but SHRM has a negative impact on the rule-breaking behavior of employees.

Workers tend to violate laws in response to circumstances they encounter in their organizations. In view of the significance of internal rules, it is clear that current procedures of public institutes should be stretched in practice in support of the general public and residents. Thus, hypothesis 2 is not accepted. Employee performance is directly proportional to the proper execution of SHRM applications, positive performance of employees leads to job satisfaction. Thus, H1 and H5 hypotheses are accepted in this study. The moderation effect of SL on the association between SHRM and rule-breaking is not significant which indicates that if workers believe the rules are unnecessary, they do not follow them. Job satisfaction of employees can be increased by controlling the rules or by changing the sense of self-determination of an employee, resulting from the fulfilment of interdependent autonomy, expertise, and need for connectedness. Thus hypotheses 7 and 8 are supported while hypothesis 9 is not supported because rules control has an insignificant impact on rule-breaking behavior.

5.2 Research Implications

The results of this study have some practical implications. Results indicate that employees exhibit greater levels of persistence, competence, and competitiveness while they are motivated by servant leaders. Managing workers from different backgrounds and with different work ethics require proactive leadership that disciplines organizational life according to predetermined guidelines for job involvement. As per the CEOs and the Executive Director, a democratic style of leadership is ideally adapted initially; afterward, servant leadership characteristics such as listening, compassion, inspiration, and stewardship become essential for collaborative decision making and building confidence. To summaries, the empirical results identified in this research is useful for further research; it may also serve as a guide for organizations using this type of human resource practices to affect staff job satisfaction to enhancing work performance for the benefit of the company and its employees. The finding contributes a significant outcome: overall, servant leadership helps to minimize employee deviant behavior. As a result, organizations are expected to consider the criterion "servant leadership" when selecting, coaching, and awarding managers. Managers who adopt the servant leadership strategy have the ability to increase employee job satisfaction and potentially promote greater interaction with their organizations. SHRM practices are critical for aligning and integrating the diverse employees obtained as a consequence of a corporation's global expansion. HR professionals could use SHRM practices to match workers' expertise with the organization's priorities.

5.3 Conclusion

When we look at the findings of other research in the area of servant leadership, we can see that there are relatively few studies on employee rule-breaking behavior and HRM. SHRM practices rely on training and performance assessment within the organization to ensure consistency and efficiency of the organization. This study was carried out on white color employees working in the public and private sector of Pakistan to evaluate the impact of SHRM on rule-breaking. It was found that SHRM has no substantial impact on the rule-breaking behavior of employees. Employees in the manufacturing and service sectors feel that organizational policies are not in their best interests and therefore these rules cannot be followed. Managers with a servant-leadership attribute increase job satisfaction and decrease the rule-breaking behavior of employees. One of the most interesting implications of our study is that SHRM practices improve job satisfaction but have no impact on diminishing the rule-breaking conduct. Despite the fact that personnel is happy with their employment, they have a propensity to break the rules and they cannot tolerate incorrect practices in their organizations and choose to enforce more acceptable versions to discourage

these wrong practices from harming their organizations. More detailed research is needed in the area of rule-breaking. Rules of any organization can be controlled with the help of strategic human resource management. By controlling the rules, the job satisfaction of employees can be increased.

5.4 Future Suggestions

The more in-depth and academic study of problems encountered in the workplace can contribute to the acquirement of new theoretical and analytical concepts, as well as contributions to the literature in future research. A cross-sectional design and self-reported data are used in this analysis. As a result, future studies can use the statistical and artificial intelligence approaches proposed by the researchers (Abubakar et al., 2019). Other leadership styles can also be used to examine their influence on job satisfaction and rule breaking behavior of employees.

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