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Research Article

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Analysis of Human Resource Selection Process in the Civil Service of Mongolia

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Abstract
The purpose of our research was to evaluate the human resource selection process in the civil service and to determine the relationships among influencing factors. We proposed five hypotheses and used Smart PLS software to conduct factor analysis, correlation analysis, and path analysis. The research data were processed and analyzed using statistical, quantitative, and qualitative research methodologies. A total of 280 civil servants participated in our study. According to the results, four hypotheses were not supported, while one hypothesis was confirmed. Going forward, reconsidering the selection of variables and continuing the research is a point of interest.

Keywords: Planning, Training, Reward, Performance, Employee Satisfaction, Human Resource Selection.

1. Introduction

In the civil service of Mongolia, human resource management, or HRM, is a systematic system intended to foster professionalism, meritocracy, and openness. By creating competency frameworks, gender equality programs, and ethical standards, recent reforms backed by foreign partners like the UNDP and the Canadian government have improved HRM and made the civil service more stable and focused on the needs of its citizens.

The selection procedure for public service personnel in Mongolia is a multi-phase, structured system that prioritizes competency, merit principle and legal conformity. There are include eligibility screening, tests, interviews, reporting, nomination, appointment, probation, and ongoing training. Even with official processes that encourage professionalism and openness, real-world issues like political sway and training shortages persist.

2. Theoretical Framework

Bayanmunh M., Erdenechimeg Ch., Enkhmandakh Ts (2022), investigated the application of merit principles in civil service appointments and promotions [1]. The study further highlighted that the successful institutionalization of meritocracy in Mongolia's civil service depends heavily on bridging the gap between formal regulations and actual administrative practices. It underscores the necessity for ongoing capacity building, robust monitoring mechanisms, and stronger enforcement of existing policies to ensure consistent application of merit-based criteria. Moreover, the research points to the importance of cultivating a culture of integrity and professionalism within public institutions to support these reforms. By addressing both structural and cultural barriers, Mongolia can enhance the effectiveness and credibility of its civil service system. The findings also suggested that sustained collaboration among government agencies, civil society, and international partners will be vital to maintaining momentum and achieving long-term governance improvements (Bayanmunh M., 2022) [1].

Rejeki, S. (2022), discussed HR development processes and competency building for civil servants [2]. Rejeki emphasized that effective HRD is integral to building a competent and adaptable civil service capable of meeting evolving organizational demands. The development process not only enhances individual skills and knowledge but also fosters a culture of lifelong learning and professional growth. By preparing civil servants for higher-level responsibilities, HRD ensures a sustainable leadership pipeline within public institutions. Continuous investment in training and education is critical to maintaining high standards of public service delivery. Also, Rejeki highlighted the importance of systematic evaluation tools, such as the Civil Servant Professionalism Index, to monitor progress and guide HRD initiatives. The focus on quality and competence through structured HRD programs strengthens institutional capacity and supports effective governance. (Rejeki, 2022) [2].

Munna Afzal, Tholibon Duratul Ain and et all., (2023), discusses HRM trends, digital transformation, and workforce resilience in the public sector [3]. Their study highlights how the COVID-19 pandemic accelerated technological adoption in HRM practices, compelling public organizations to rapidly adjust to remote work, social distancing, and evolving employee dynamics. They emphasize the critical role of digital HR solutions in streamlining recruitment, performance management, and employee engagement, enabling data-driven decision-making and enhancing organizational agility. The authors also discuss the growing importance of workforce resilience, diversity, and inclusion as essential factors for sustaining public sector effectiveness amid ongoing uncertainties. Their research maps the shift in HRM priorities from growth and development before the pandemic to survival and resilience in the post-pandemic era. Also, the study provides valuable insights into how public sector HRM must evolve to meet new challenges through innovation, technology, and strategic workforce management (Munna Afzal, 2023) [3].

Qujie Luosang (2023), analyzed HRM models, incentive mechanisms, and performance systems in public organizations. The study approaches HRM from both micro and macro levels, underscoring that effective HRM must be goal- and result-oriented to align employee performance with broader organizational objectives. Luosang highlighted the need to optimize incentive mechanisms, including reforms in promotion processes, compensation schemes, and performance evaluations, as key drivers for transforming HRM functions. By enhancing these incentive systems, public organizations can better motivate their workforce, encourage innovation in HR practices, and ultimately improve the quality of public service delivery. The research stresses that integrating performance-based incentives within a well-structured HRM framework is crucial for maintaining resilience and adaptability in the face of evolving governance challenges. This work offers strategic guidance for policymakers and HR professionals aiming to modernize public sector HRM and boost institutional performance (Luosang, 2023) [4].

Nataliia Obushna, Serhii Selivanov and et all (2023), addressed talent management systems and international best practices in civil service HRM [5]. Nataliia Obushna, Serhii Selivanov, and their colleagues emphasize that adopting international best practices in talent management is vital for enhancing the efficiency and effectiveness of civil service human resource management. Their research highlights that continuous professional development and motivation are key drivers for achieving strategic government objectives. Addressing challenges such as youth retention, demographic shifts, and inclusivity is essential to building a diverse and resilient workforce. Ultimately, their findings affirm that comprehensive talent management—from workforce planning through retention—is fundamental to cultivating a skilled, stable, and motivated civil service capable of delivering high-quality public services tailored to evolving societal needs (Nataliia Obushna, 2023) [5].

Gisela Demo, Ana Carolina Rezende Costa, Karla Veloso Coura (2024), studied develops and validates a scale for public HRM practices, focusing on training, relationships, work conditions, and performance appraisal [6]. They developed and validated the Public HRM Practices Scale (Public HRMPS) offers a robust and reliable framework for comprehensively assessing human resource management in public sector organizations. Its development marks a pivotal step toward more precise and context-sensitive evaluation of HRM activities, enabling evidence-based decision-making and strategic planning. By addressing the unique challenges and complexities of public sector HRM, this scale empowers practitioners and policymakers to identify strengths and weaknesses, fostering continuous improvement. The research not only advances academic understanding but also provides practical tools to enhance workforce development, employee relations, and performance management. Ultimately, the Public HRMPS contributes significantly to strengthening public institutions and improving the quality and effectiveness of public services (Gisela Demo, 2024) [6].

Akinseye Olowu (2024), examined the crucial role of human resource management (HRM) as a strategic partner in driving organizational change, talent management, and strategic HRM within the public sector [7]. His research demonstrates that HRM not only manages talent and cultivates leadership but also fosters a culture of innovation, accountability, and adaptability to navigate evolving societal, economic, and technological challenges. By applying the Principal Agent Theory, Olowu identifies key obstacles such as conflicts of interest and information asymmetries between government principals and public employees, which complicate HRM outcomes. Ultimately, the study underscores that transitioning from traditional personnel management to strategic HRM—supported by continuous employee training and digital transformation—is essential for aligning workforce capabilities with government goals and enhancing public sector performance in a rapidly changing environment (Olowu, 2024) [7].

Kahar Haerah (2024), reviewed HRM research trends, theories, and models in the public sector and provided a comprehensive review of human resource management (HRM) research trends, theories, and models within the public sector, emphasizing the evolving importance of strategic HRM (SHRM) in enhancing public organizational performance [8]. Public sector HRM research had increasingly focused on aligning HR practices with organizational goals to improve service delivery, talent management, and employee engagement. Despite challenges such as bureaucratic constraints and limited resources, the growing role of digital transformation and data-driven decision-making is driving the modernization of public HRM practices (Haerah, 2024) [8].

We hypotheses five factors to impact on human resource selection and designed conceptual framework in our study as below:
Hypothesis 1. Planning will positive related on human resource

selection.

Hypothesis 2. Training will positive related on human resource selection.

Hypothesis 3. Reward will positive related on human resource selection.

Hypothesis 4. Performance will positive related on human resource selection.

Hypothesis 5. Employee satisfaction will positive related on human resource selection.

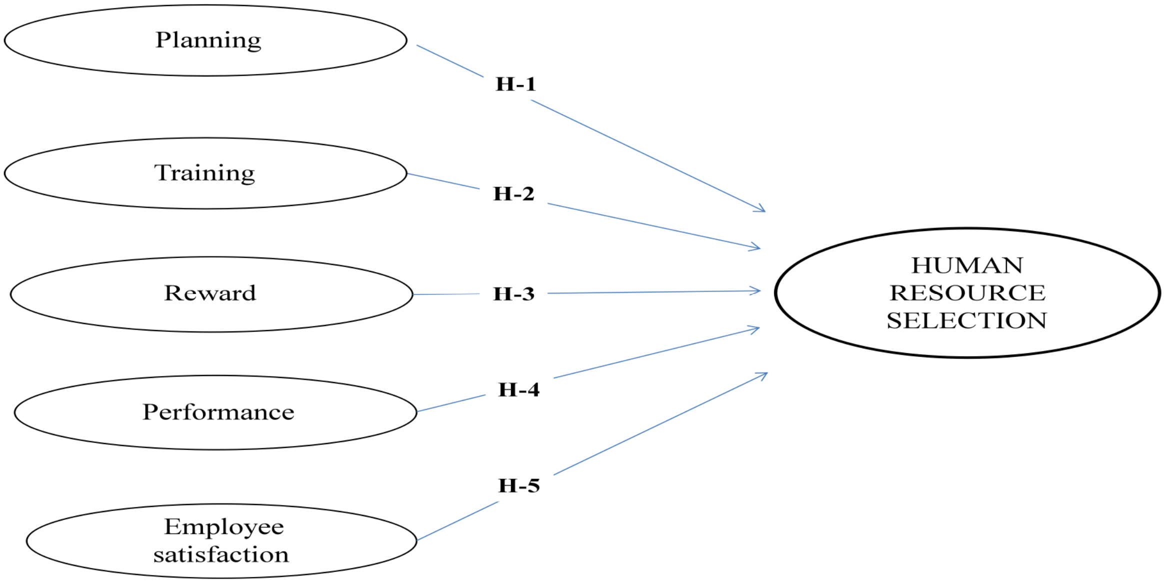

Figure 01: Conceptual model of factors on HR selection

3. The Analysis of our Study

We analyzed application of causal research design in this study allowed for a systematic exploration of how specific factors interact to produce observable effects, enhancing the precision of empirical analysis. The combined use of SPSS and SmartPLS-3.0 facilitated both traditional statistical testing and structural equation modeling, enabling a nuanced understanding of variable interrelationships. Reliability and validity measures confirmed the robustness of the data and the consistency of the constructs involved. The significant correlations identified underscore the importance of the examined variables in shaping the outcomes, reinforcing theoretical expectations. This methodological rigor strengthens the credibility of the findings and supports their generalizability within similar research contexts. The study contributes to the advancement of causal inference techniques in social sciences, providing a replicable framework for analyzing complex variable interactions.

In our study, a total of 280 civil servants participated, comprising 185 males and 95 females. All participants have varying lengths of service in the public sector, categorized into three groups: those who have worked 1-3 years, 4-6 years, and those with more than 6 years of experience.

Factors	Code	Items	Cronbach`s Alpha	rho_A	Composite Reliability /CR/	Average Variance Extracted /AVE/
Planning	pln1	**0.924**	**0.952**	**1.029**	**0.962**	**0.835**
	pln2	**0.887**				
	pln3	**0.919**				
	pln4	**0.922**				
	pln5	**0.916**				
Noted: The result of our study						

Table 01: The list of items for each construct of planning

In table 01, The factor loadings for the "Planning" construct, ranging from 0.887 to 0.924, well above the accepted threshold of 0.7, indicating strong correlations with the underlying construct. These five items demonstrate excellent psychometric properties, confirming that they are highly representative and consistent indicators of planning. The scale's reliability is further supported by a Cronbach's Alpha of 0.952, reflecting excellent internal consistency. The rho_A value of 1.029, although slightly above the theoretical maximum, still indicates very high reliability within the PLS-SEM framework. Composite Reliability (CR) at 0.962 confirms the strong internal consistency of the construct, while an Average Variance Extracted (AVE) of 0.835 demonstrates robust convergent validity, showing that the construct explains a large proportion of variance in its indicators. Overall, these metrics affirm that the planning scale is both reliable and valid for use in our study.

Factors	Code	Items	Cronbach`s Alpha	rho_A	Composite Reliability /CR/	Average Variance Extracted /AVE/
Training	trn1	**0.879**	**0.929**	**1.142**	**0.940**	**0.758**
	trn2	**0.822**				
	trn3	**0.772**				
	trn4	**0.938**				
	trn5	**0.931**				
Noted: The result of our study						

Table 02: The list of items for each construct of training

In table 02, The factor loadings for the "Training" construct, ranging from 0.772 to 0.938, demonstrate strong to very strong associations between each item and the underlying latent variable, confirming that all items are meaningful contributors to the construct. Notably, items trn4 and trn5, with loadings above 0.93, are especially representative, while even the lowest loading of 0.772 exceeds the accepted threshold, ensuring relevance across the scale. These high loadings collectively indicate excellent convergent validity, supporting the construct's sound measurement properties in SEM analyses. The Cronbach's Alpha of 0.929 further confirms excellent internal consistency reliability, indicating that the items consistently measure the same underlying concept. Although the rho_A value of 1.142 slightly exceeds the theoretical maximum, it nonetheless reflects very high reliability within the PLS-SEM framework, likely due to minor computational rounding. The CR of 0.940 reinforces the strong internal consistency of the construct, while the AVE of 0.758 confirms that a substantial portion of variance in the indicators is captured by the construct, demonstrating robust convergent validity. Taken together, these metrics affirm that the "Training" scale is both reliable and valid, making it a robust tool for accurately assessing training-related dimensions in the studied context.

Factors	Code	Items	Cronbach`s Alpha	rho_A	Composite Reliability /CR/	Average Variance Extracted /AVE/
Reward	rwr1	**0.878**	**0.895**	**0.902**	**0.919**	**0.695**
	rwr2	**0.883**				
	rwr3	**0.911**				
	rwr4	**0.736**				
	rwr5	**0.744**				
Noted: The result of our study						

Table 03: The list of items for each construct of reward

In table 03, The factor loadings for the "Reward" construct, loadings above 0.7, which is the commonly accepted threshold for strong item-construct relationships in factor analysis and structural equation modeling. This indicates that each item is a meaningful and reliable indicator of the underlying "Reward" construct. Items rwr is 0.911, rwr2 is 0.883 and rwr1 is 0.878 have particularly high loadings, suggesting they are especially representative of the reward dimension.

Even the lowest loadings, rwr4 is 0.736 and rwr5 is 0.744, are well above the minimum threshold, confirming that all items contribute significantly to the measurement of the construct. Cronbach's Alpha 0.895 indicated excellent internal consistency reliability. Scores above 0.8 are considered good, and those approaching 0.9 are excellent, meaning the items reliably measure the same underlying construct. Composite Reliability 0.919. AVE is 0.695 measured the proportion of variance captured by the construct relative to measurement error. The measurement model demonstrates excellent reliability and validity across all indices. All items are consistent and reliable indicators of the underlying construct. The results indicate that the scale is robust, trustworthy, and suitable for research and practical applications.

Factors	Code	Items	Cronbach`s Alpha	rho_A	Composite Reliability /CR/	Average Variance Extracted /AVE/
Performance	prf1	**0.967**	**0.933**	**0.979**	**0.949**	**0.790**
	prf2	**0.941**				
	prf3	**0.884**				
	prf4	**0.796**				
	prf5	**0.880**				
Noted: The result of our study						

Table 04: The list of items for each construct of performance

In table 04, The factor loadings for the "Performance" construct, loadings well above the commonly accepted threshold of 0.7, indicating strong to very strong correlations with the underlying "Performance" construct. Items prf1 is 0.967 and prf2 is 0.941 show exceptionally high loadings, suggesting they are highly representative and critical indicators of the performance factor.

Even the lowest loading, prf4 is 0.796 comfortably above the threshold, confirming that all items meaningfully contribute to measuring performance. The "Performance" construct demonstrates excellent convergent validity, with all items strongly reflecting the latent variable. The high and consistent factor loadings indicate that the measurement scale is psychometrically robust, ensuring reliable and valid assessment of performance-related dimensions.

Cronbach's Alpha 0.933 indicated excellent internal consistency among the items measuring the construct. Values above 0.9 are considered outstanding, showing that the items consistently represent the same underlying factor. rho_A is 0.979 an alternative reliability measure used in PLS-SEM. A value close to 1 indicates very high reliability of the construct.

Composite Reliability 0.949 confirmed the strong internal consistency of the construct, indicating that the indicators reliably measure the latent variable. Values above 0.9 are excellent. AVE is 0.790 measured the amount of variance captured by the construct relative to the variance due to measurement error. The construct exhibits excellent reliability and validity, supported by high Cronbach's Alpha, rho_A, and Composite Reliability scores.

Factors	Code	Items	Cronbach`s Alpha	rho_A	Composite Reliability /CR/	Average Variance Extracted /AVE/
Employee satisfaction	sts1	**0.830**	**0.903**	**0.905**	**0.930**	**0.731**
	sts2	**0.925**				
	sts3	**0.923**				
	sts4	**0.912**				
	sts5	**0.654**				
Noted: The result of our study						

Table 05: The list of items for each construct of employee satisfaction

In table 05, The factor loadings for the "Employee satisfaction" construct, loadings ranging from 0.830 to 0.925, indicating a strong correlation with the underlying "Employee Satisfaction" construct. These items are reliable indicators and contribute significantly to measuring the construct.

The fifth item, sts5, has a loading of 0.654, which is slightly below the commonly accepted threshold of 0.7. While this is somewhat weaker, it is still moderately acceptable depending on the context and the overall model fit. However, it may suggest that this item is less representative of the construct compared to the others.

The "Employee Satisfaction" factor is generally well-measured by its items, with most showing strong correlations to the latent variable. The measurement scale is suitable for assessing employee satisfaction, though careful consideration of the weaker item could enhance the scale's psychometric properties. Cronbach's Alpha 0.903 indicated excellent internal consistency among the items measuring the construct. Values above 0.9 are considered outstanding, showing that the items consistently represent the same underlying factor. Rho_A 0.905 is an alternative reliability measure used in PLS-SEM. CR is 0.930 confirmed the strong internal consistency of the construct, indicating that the indicators reliably measure the latent variable. AVE is 0.731measured the amount of variance captured by the construct relative to the variance due to measurement error. A value of 0.731 is well above the 0.5 threshold, indicating strong convergent validity. The construct exhibits excellent reliability and validity, supported by high Cronbach's Alpha, rho_A, and Composite Reliability scores.

Factors	**Code**	**Items**	**Cronbach`s Alpha**	**rho_A**	**Composite Reliability /CR/**	**Average Variance Extracted /AVE/**
Human resource selection	SCLN1	**0.930**	**0.952**	**0.957**	**0.963**	**0.837**
	SCLN2	**0.900**				
	SCLN3	**0.904**				
	SCLN4	**0.914**				
	SCLN5	**0.928**				
Noted: The result of our study						

Table 06: The list of items for each construct of performance

In table 06, The factor loadings for the "Human resource selection" construct, loadings well above the commonly accepted threshold of 0.7, with values ranging from 0.900 to 0.930. Loadings above 0.9 for multiple items (SCLN1, SCLN4, SCLN5) demonstrate that these items capture a large portion of the variance in the construct, confirming strong convergent validity.

Human resource selection construct exhibits excellent psychometric properties, supported by uniformly high factor loadings across all items. The strong measurement quality indicates that the scale is both reliable and valid for assessing the effectiveness and characteristics of human resource selection processes within organizations. Cronbach's Alpha 0.952 indicated excellent internal consistency among the items measuring the construct. Rho_A is 0.957 an alternative reliability measure used in PLS-SEM. A value close to 1 indicates very high reliability of the construct. CR is 0.963 confirmed the strong internal consistency of the construct, indicating that the indicators reliably measure the latent variable. AVE is 0.837 measured the amount of variance captured by the construct relative to the variance due to measurement error. The construct exhibits excellent reliability and validity, supported by high Cronbach's Alpha, rho_A, and Composite Reliability scores.

№	**factors**	**[1]**	**[2]**	**[3]**	**[4]**	**[5]**	**[6]**
1	ES [1]	**0.855**					
2	HR selection [2]	**0.596**	**0.915**				
3	Performance [3]	**0.570**	**0.383**	**0.889**			
4	Planning [4]	**0.348**	**0.404**	**0.651**	**0.914**		
5	Reward [5]	**0.374**	**0.323**	**0.794**	**0.673**	**0.834**	
6	Training [6]	**0.244**	**0.297**	**0.584**	**0.623**	**0.724**	**0.871**
Noted: ES- employee satisfaction, HR – Human resource.							

Table 07: The discriminant variable analysis

In table 07, for employee satisfaction, the square root of AVE is 0.855, which is greater than all correlations with other constructs highest is 0.596 with human resource selection. For human resource selection, 0.915 is greater than all its correlations (highest is 0.596 with employee satisfaction. For performance, 0.889 is greater than all correlations highest is 0.794 with reward. For planning, 0.914 is greater than all correlations highest is 0.673 with reward. For reward, 0.834 is greater than all correlations highest is 0.794 with performance. For training, 0.871 is greater than all correlations highest is 0.724 with reward.

Hypothesis	**Original Sample /O/**	**Sample mean /M/**	**Standard Deviation / STDEV/**	**T Statistics /O/ STDEV/**	**P values**	**result**
Em Sat->HRS	0.582	0.574	0.188	3.102	0.002	supported
Prf->HRS	-0.169	-0.210	0.253	0.669	0.504	unsupported
Pln->HRS	0.251	0.199	0.203	1.236	0.217	unsupported
Rwrd->HRS	0.000	0.073	0.274	0.001	0.999	unsupported
Trn->HRS	0.098	0.110	0.263	0.372	0.710	unsupported
Noted: The result of our study						

Table 08: The list of items for each construct of performance

In table 08, The path analysis reveals that only Employee Satisfaction has a statistically significant positive impact on Human Resource Selection. Planning, Training, Reward, and Performance do not have significant effects on Human Resource Selection in this model as below:

Hypotheses 1 to 4 (Planning, Training, Reward, and Performance → Human Resource Selection) all show non-significant relationships: Their t-statistics are below the critical value of 1.96 (for a 95% confidence level). Their p-values are greater than 0.05, indicating insufficient evidence to support these hypotheses. Notably, the coefficient for Performance is negative (-0.169), suggesting a possible inverse relationship, but this is not statistically significant. Hypothesis 5 (Employee Satisfaction → Human Resource Selection) shows a significant positive relationship such the path coefficient is 0.582, indicating a strong positive effect.

The t-statistic of 3.102 exceeds the critical threshold, and the p-value (0.002) is well below 0.05. Other words, Employee Satisfaction significantly and positively influences Human Resource Selection in the model. The result suggested that improving employee satisfaction may be a key driver for enhancing human resource selection processes, while the other factors may not directly influence selection decisions or require further investigation.

4. Conclusion

Our study focused on evaluating the human resource selection process in the civil service and exploring how various factors influence this process as below:

Firstly, through comprehensive data analysis, it was confirmed that the constructs used in the study are distinct and reliably measured, ensuring the robustness of the findings.

Secondly, the analysis revealed that among the factors considered, employee satisfaction stands out as a key driver positively influencing the human resource selection process. This highlights the importance of fostering a work environment where employees feel valued and satisfied, as this can directly impact the effectiveness and quality of selection decisions within the civil service.

Thirdly, factors such as planning, training, reward systems, and performance did not show a direct significant impact on the selection process in this study. This does not necessarily imply that these factors are unimportant; rather, their influence might be indirect or conditional, possibly interacting with other variables not included in the current model. It also suggests that these areas may require further investigation to uncover their roles and mechanisms in shaping human resource selection outcomes.

Finally, the findings emphasize the critical role of employee satisfaction in enhancing human resource practices. For policymakers and practitioners, this underscores the need to prioritize employee well-being and engagement as part of efforts to improve recruitment and selection processes. Future research should aim to refine the model by incorporating additional variables and exploring potential mediators or moderators to gain a deeper understanding of the complex factors that influence human resource selection in the public sector.

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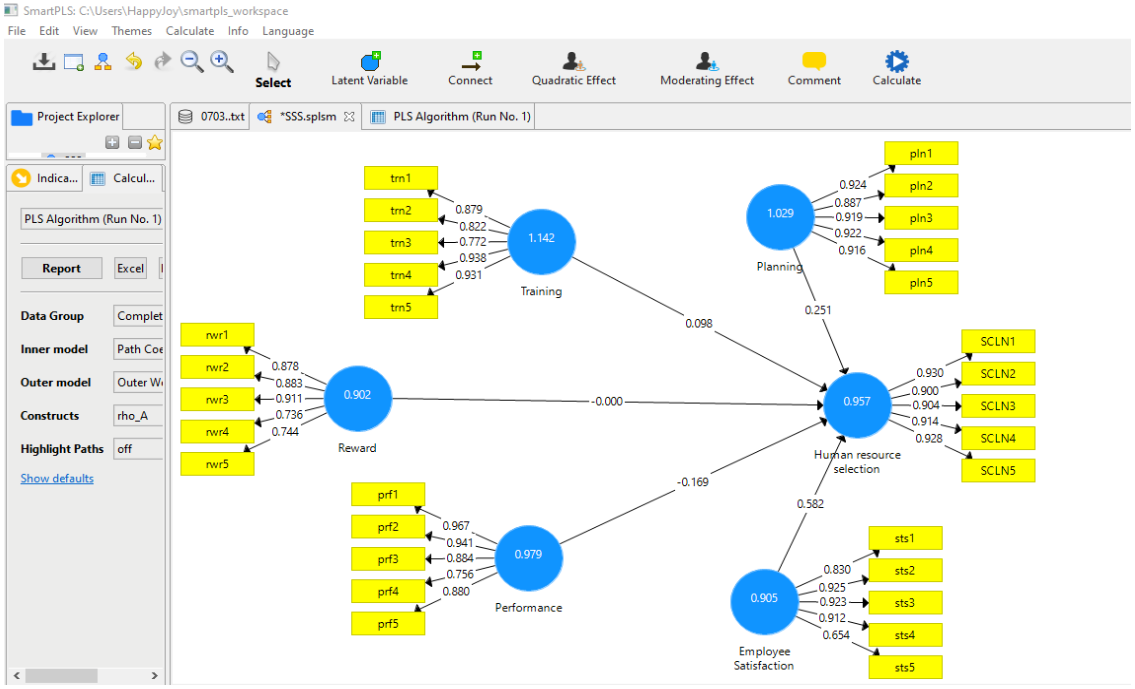
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PLS Algorithm (Run No. 1)
Report
Excel
Data Group Complet
Inner model Path Coe
Outer model Outer W
Constructs rho_A
Highlight Paths off
Show defaults
trn1
trn2
trn3
trn4
trn5
0.879
0.822
0.772
0.938
0.931
1.142
Training
pln1
pln2
pln3
pln4
pln5
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0.919
0.922
0.916
1.029
Planning
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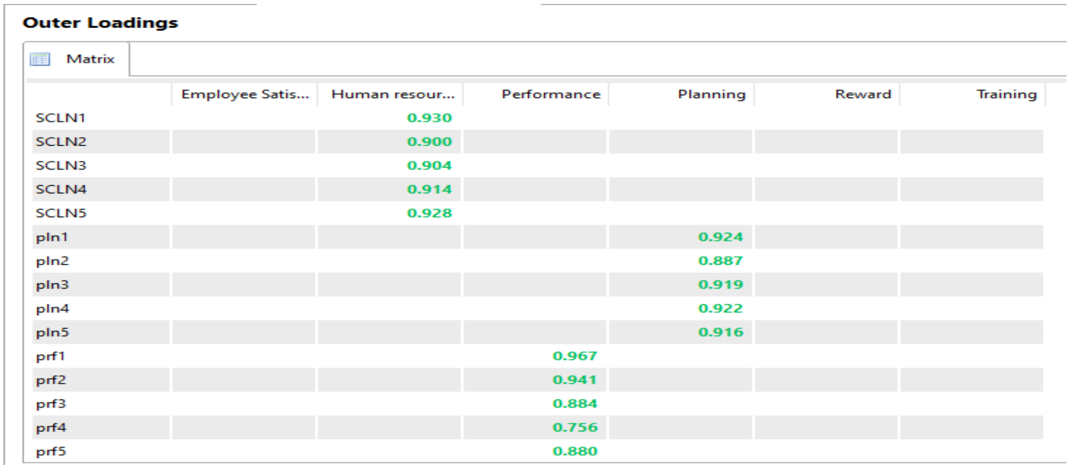
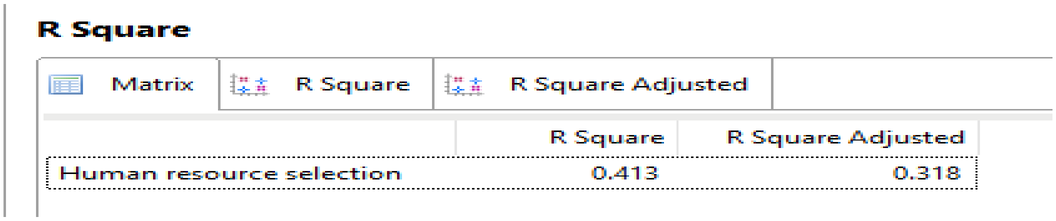
0.098
rwr1
rwr2
rwr3
rwr4
rwr5
0.878
0.883
0.911
0.736
0.744
0.902
Reward
-0.000
SCLN1
SCLN2
SCLN3
SCLN4
SCLN5
0.930
0.900
0.904
0.914
0.928
0.957
Human resource selection
prf1
prf2
prf3
prf4
prf5
0.967
0.941
0.884
0.756
0.880
0.979
Performance
-0.169
0.582
sts1
sts2
sts3
sts4
sts5
0.830
0.925
0.923
0.912
0.654
0.905
Employee Satisfaction



Outer Loadings

Matrix

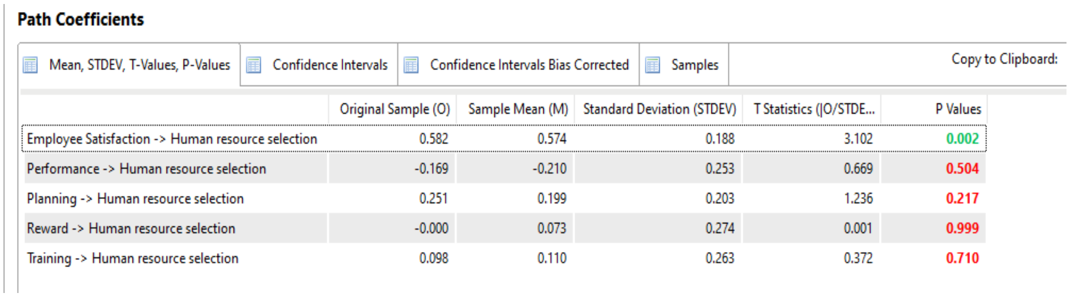
	Employee Satis...	Human resour...	Performance	Planning	Reward	Training
SCLN1		0.930				
SCLN2		0.900				
SCLN3		0.904				
SCLN4		0.914				
SCLN5		0.928				
pln1				0.924		
pln2				0.887		
pln3				0.919		
pln4				0.922		
pln5				0.916		
prf1			0.967			
prf2			0.941			
prf3			0.884			
prf4			0.756			
prf5			0.880			



R Square

Matrix | R Square | R Square Adjusted

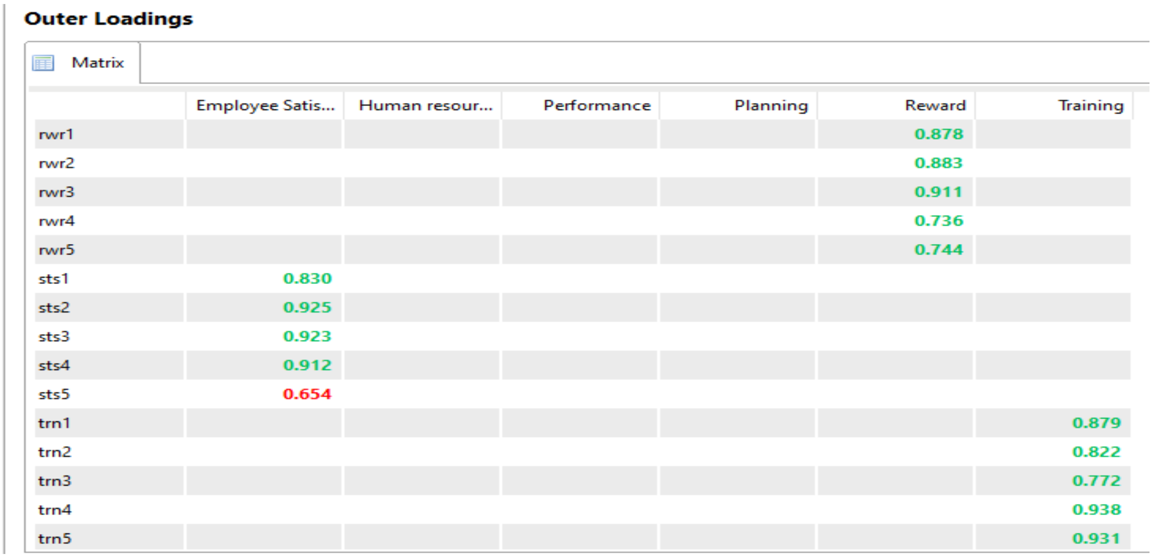
	R Square	R Square Adjusted
Human resource selection	0.413	0.318



Path Coefficients

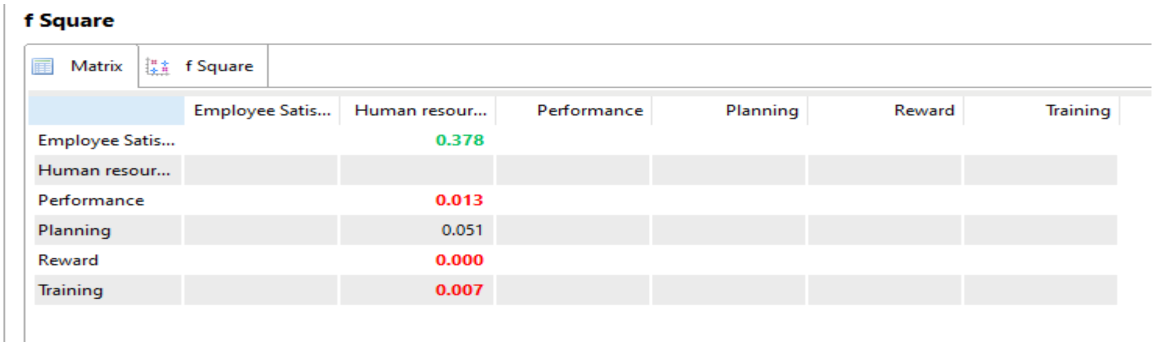
Mean, STDEV, T-Values, P-Values | Confidence Intervals | Confidence Intervals Bias Corrected | Samples | Copy to Clipboard:

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDE...	P Values
Employee Satisfaction -> Human resource selection	0.582	0.574	0.188	3.102	0.002
Performance -> Human resource selection	-0.169	-0.210	0.253	0.669	0.504
Planning -> Human resource selection	0.251	0.199	0.203	1.236	0.217
Reward -> Human resource selection	-0.000	0.073	0.274	0.001	0.999
Training -> Human resource selection	0.098	0.110	0.263	0.372	0.710



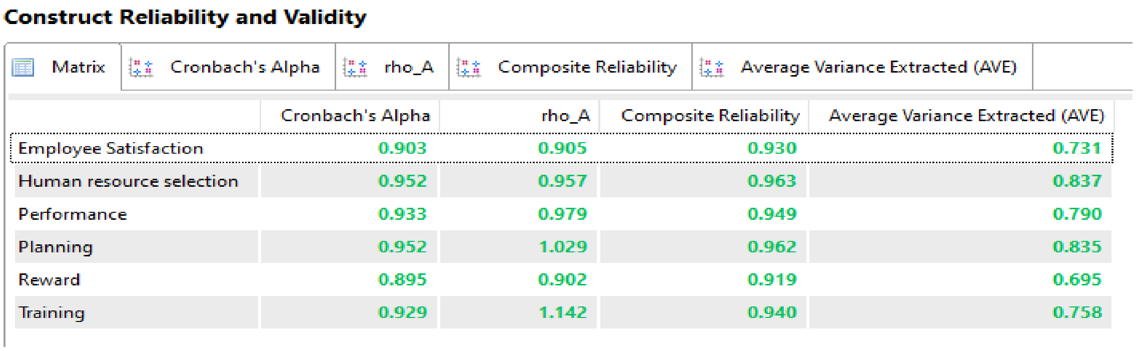
Outer Loadings

	Employee Satis...	Human resour...	Performance	Planning	Reward	Training
rwr1					0.878	
rwr2					0.883	
rwr3					0.911	
rwr4					0.736	
rwr5					0.744	
sts1	0.830					
sts2	0.925					
sts3	0.923					
sts4	0.912					
sts5	0.654					
trn1						0.879
trn2						0.822
trn3						0.772
trn4						0.938
trn5						0.931


Matrix
f Square

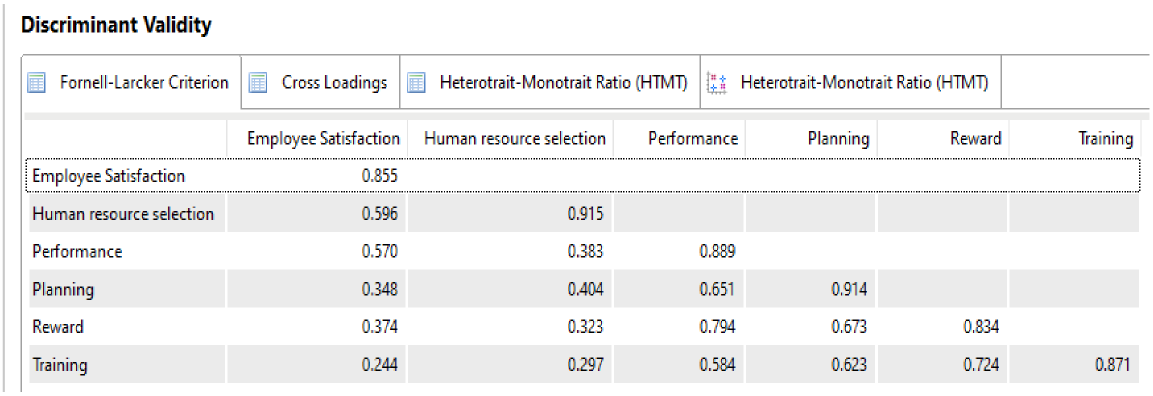
f Square

	Employee Satis...	Human resour...	Performance	Planning	Reward	Training
Employee Satis...		0.378				
Human resour...						
Performance		0.013				
Planning		0.051				
Reward		0.000				
Training		0.007				


Matrix
Cronbach's Alpha
rho_A
Composite Reliability
Average Variance Extracted (AVE)

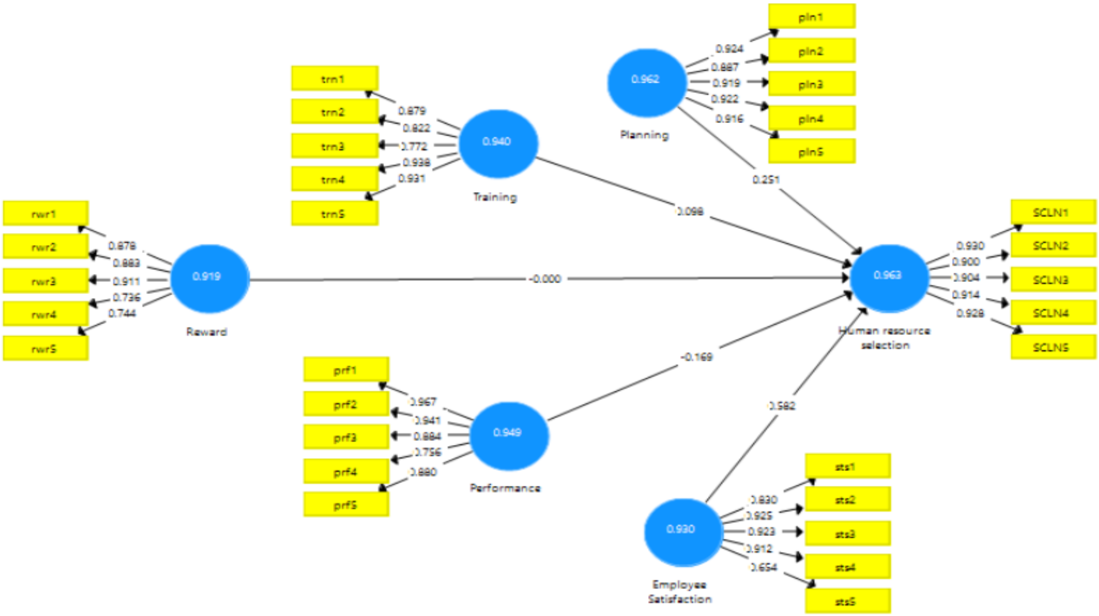
Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Satisfaction	0.903	0.905	0.930	0.731
Human resource selection	0.952	0.957	0.963	0.837
Performance	0.933	0.979	0.949	0.790
Planning	0.952	1.029	0.962	0.835
Reward	0.895	0.902	0.919	0.695
Training	0.929	1.142	0.940	0.758


Fornell-Larcker Criterion
Cross Loadings
Heterotrait-Monotrait Ratio (HTMT)
Heterotrait-Monotrait Ratio (HTMT)

Discriminant Validity

	Employee Satisfaction	Human resource selection	Performance	Planning	Reward	Training
Employee Satisfaction	0.855					
Human resource selection	0.596	0.915				
Performance	0.570	0.383	0.889			
Planning	0.348	0.404	0.651	0.914		
Reward	0.374	0.323	0.794	0.673	0.834	
Training	0.244	0.297	0.584	0.623	0.724	0.871



pln1
pln2
pln3
pln4
pln5
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0.922
0.916
0.962
Planning
trn1
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trn4
trn5
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0.772
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Training
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rwr1
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Reward
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Human resource selection
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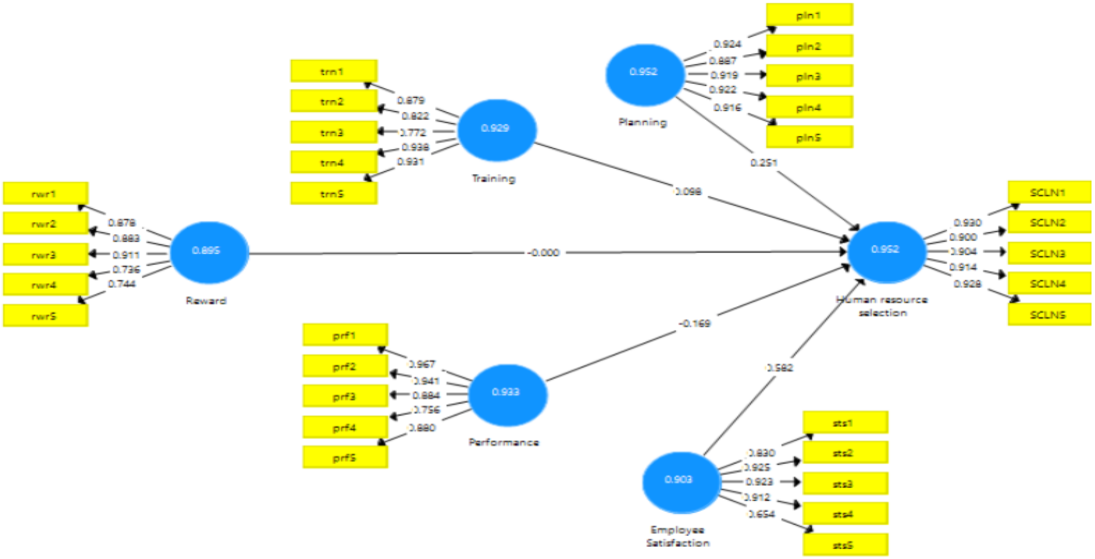
Employee Satisfaction



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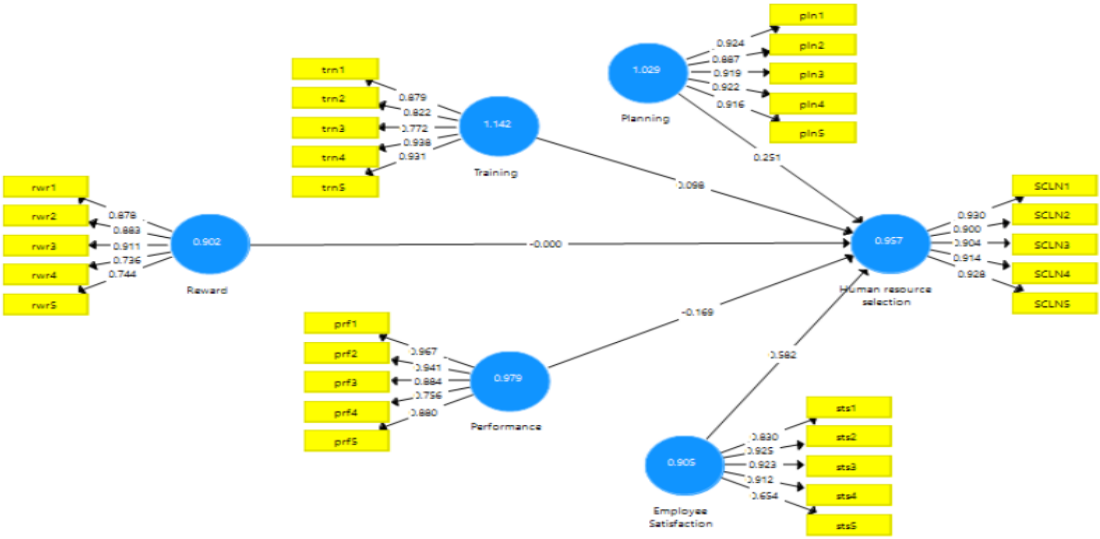
Employee Satisfaction



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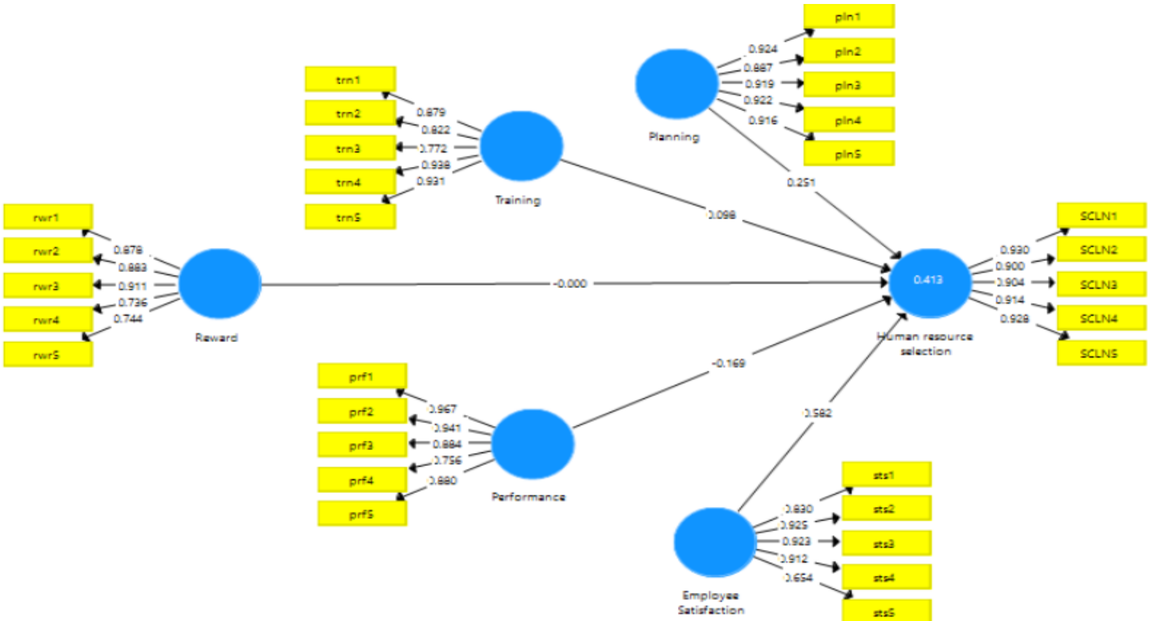
Employee Satisfaction



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Employee Satisfaction

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