

THE IMPACT OF HIGH PERFORMANCE WORK SYSTEM ON EMPLOYEE ATTITUDE: THE MEDIATING ROLE OF HUMAN RESOURCE FLEXIBILITY

Akhtar Mahmood¹, *Muhammad Kashif Khurshid², Mohsin Bashir³, Hazoor Muhammad Sabir⁴

¹National University of Modern Languages (NUML) Islamabad, Pakistan

²Lecturer Department of Management Sciences National University of Modern Languages (NUML) Islamabad, Pakistan

³Assistant Professor Department of Business Administration Government College University Faisalabad

⁴Director Advanced Studies/Principal Department of Business Administration Government College University Faisalabad

*Corresponding Author: kashif041@gmail.com

ABSTRACT: *The purpose of this study is to examine the impact of high performance work system on employee attitude with the mediating role of human resource flexibility. The results of the study showed the partial mediation of human resource flexibility between HPWS and employee attitude. Primary data were collected from 223 employees working in telecom sector in Faisalabad region. To analyze the data, descriptive statistics, correlation analysis, simple regression, multiple regression and Sobel tests are applied. The results depict that HPWS influence the employee attitude (OC, JS and TOI) through HR flexibility (behavior flexibility, functional flexibility and skill malleability). HPWS is positively related to the individual's job level attitudinal factors, i.e. turnover intention (TOI), organizational commitment (OC) and job satisfaction (JS). 24% proportion of variance of OC, 63% of job satisfaction and 18% TOI are explained by the independent variables. HPWS explained 29% portion of employee's attitude. Some well-known theories; social exchange theory, cognitive dissonance theory, human capital theory, three component theory of organizational commitment and resource based view support the results of the current study. This study may help to realize that performance based pay, performance appraisal and employment security are the HRM practices which leads to increase turnover intention. Secondly, this study will help to managers that only CT, PA and PBA are the human resource practices which have positive relationship with organizational commitment. It could also realize to the managers that Reward systems, Selective staffing PA and Reward systems are the HRM practices which keep the employees satisfied with their job.*

Keywords: High Performance Work System (HPWS), Job Satisfaction (JS), Turnover Intention (TOI), HR Flexibility, Organizational Commitment (OC)

1. INTRODUCTION

Global competition is demanding employees who become more flexible and learn to survive in the swift mutable environment. The organizational stakeholders and policy makers give meticulous importance to the employees working in the organizations and consider them the main source of prosperity, but there is a need to make the employees attitude favorable for the organization. Public demands are varying swiftly; due to this telecom service providing organizations are facing great challenges of competition. Organizations can increase employee's performance by increasing human skills. If the organization has flexible employees, it may use the skills of these employees as strategic alternative and can gain competitive advantage [1].

Presently old HRM practices have been converted into HPWS because the old practices do not describe the entire organizational performance [2; 3]. Researchers have subdivided the HRM practices into motivation enhancing HR practices (compensation and career development), opportunity enhancing HR practices (job design, work team and employee involvement) and ability enhancing HR practices (training, skill, recruitment & selection), [4; 5;6;7]. The scholars claimed that organizational commitment of the employees may be increased through best deployment of HR practices [8; 9].

Prior studies exhibited that different researchers used different practices to build the high performance work system and examined the effect of this system on employee attitude. For example, numerous researchers studied the relationship between high performance work system (HPWS) and job satisfaction and organizational commitment or both [10; 12; 13]. Few researchers found the impact of HPWS on turnover

intention/voluntary turnover or simple turnover [7; 14]. But the combined effect of all three employee attitude, i.e. JS, OC, TOI is not shed lighted frequently. As well as HR flexibility is concerned, it was tested as mediating variable between HPWS and organizational performance, nevertheless, the mediating role of HR flexibility between HPWS and employee attitude (JS,TOI & OC) is focused [15]. In prior researche HPWS has been used as bundle of HRM practices, but less concentrated on the individual relationship perspective with the employee attitude. This type of relationship gives the broader understanding that what practice is more useful to reshape the attitude and which is less [7]. HR flexibility is the competency of the firm and it has a strong connection with Employee Attitude. The present study was taken into account to fulfill the gape, to examine the mediating role of HR flexibility between HPWS and employee attitude (EA).

1.1 Purpose of Research

Following research objectives are set

- To identify the effect of HPWS on turnover intentions.
- To identify the effect of HPWS on job satisfaction.
- To identify the effect of HPWS on organizational commitment.
- To identify the mediating role of human resource flexibility between HPWS and employee attitude.
- To identify the combined effect of HPWS on employee attitude.

2. LITERATURE REVIEW

The debate on various perspectives regarding HPWS, employee attitude and HR flexibility has been included in the literature review. Furthermore association among the variables has also been added.

2.1 *High Performance Work System (HPWS)*

HPWS is designed to boost the employee's efforts and skill by adding insulated but consistent human resource (HR) practices [8]. In this structure, relevant practices have been included relating to the organizational system and widespread [13]. The basic function of the HPWS is to boost the employee's work potential in the organizations [16]; [17]. HPWS may help in gaining and accomplishing competitive advantage [37]. The organization offers the developmental opportunity to the employees via HPWS; consequently the employees show commitment with the organization [11]. It has been proved by the prior research that there is a positive relationship between HPWS and organizational outcomes i.e. organizational commitment, productivity, turnover, flexibility and organizational financial performance [18].

2.2 *Employee Attitude*

Negative or positive feelings about someone is called attitude [19]. Attitude may upset job behavior of an individual and it is very essential element in the organizations. A person may have a thousand of attitudes [20] but the current study focused on only three key job related attitudes i.e. TOI, OC and JS. There is significant impact of these attitudinal key factors on organizational performance. Human resource policies and practices may also affect these attitudes [21].

Commitment level of the employees may be increased by implementing best human resource practices and this attitude is beneficial for the organization [22]. Contemporary empirical studies exhibited that employee attitude and behavior, such as service oriented citizenship behavior, JS, TOI, affective commitment and social exchange acts as mediating variable between high performance HRM practices and organizational performance [23]. The researcher claimed that, the organization can gain maximum benefits from the employees by satisfying and motivating them towards their jobs and by shaping the positive behavior.

2.2.1 *Organizational Commitment*

Organizational commitment is most important in retaining high qualified personals. The organizational commitment is very critical in service based organizations where long term professional trainings are required [24]. Positive and significant relationship is identified between HPWS and OC [25]. High committed employee asserts high effort to support the organization and consequently organization able to achieve the competitive advantage [26].

2.2.2 *Job Satisfaction (JS)*

The most important attitude for the organizations is job satisfaction [27]. Job satisfaction is defined as the perception, flexibility or feeling of towards both factors [29].

2.2.3 *Employee Turnover Intention*

The probability of leaving the organization rises, whenever the employees feel dissatisfaction from their job. There are two key organizational factors i.e. stressors and stress which can increase the TOI [30]. HPWS is positively associated with lower rates of voluntary turnover [31]. The research revealed that there is significant negative relationship among skill enhancing & motivation enhancing HR practices and voluntary turnover [6;55;32]. Self-interest packages, compensation and benefits may enhance the employee retention [70]. The link between employee and supervisor and better working environment can enhance the stay time of

the employees with organization [36].

2.3 *Human Resource Flexibility (HR flexibility)*

Presently there is a dynamic and competitive environment in the business era and HR flexibility is the organizational competency or capability due to the employee's skill they possess and through which organization returns the response to such environment on behalf of employee's skills in the shape of fulfilling the demands [61]. Firm's capability comes from the human resources [71]. HR flexibility is an inner quality of the organization which is associated with three fundamental dimension i.e. employee behavior, employee skills and HRM practices [1].

Human resource flexibility means the skills possessed by employees to provide the option to the firm to use different strategic alternative on behalf of employees [1]. The organizations have very short time to formulate strategy. This state stimulates the managers to make new policies and regulations for handling organizations. To comply with these types of states, organizations need flexible and skilled personals [67]. Because of the swift change in the dynamic environmental knowledge, employees have to keep updated knowledge otherwise it will adversely affect the HR flexibility [73]. Following are the dimensions of HR flexibility.

2.3.1 *Functional Flexibility*

Functional flexibility is defined as the ability of an employee to work beyond occupational boundaries [42]. In other words "it is ability of the employees to perform a lot of diverse jobs, or it is the capacity of the employees to perform various tasks and jobs under different circumstances" [66].

Functional flexibility is the rotation of jobs, responsibilities and tasks of the employees. The workforce having functional flexibilities possess lot of competencies and key skills i.e. leadership and problem solving skills. The said skills motivate the employees to increase their present skills [1].

2.3.2 *Skill Malleability*

According to [74], the ability of quick learning to perform new jobs is a skills malleability. It may be developed in the employees through cross functional teams, job rotation and project based work arrangement [33]. The other scholars have mentioned that skill malleability is the flexibility of the employees who learn efficiently about new tasks.

2.3.3 *Behavior Flexibility*

If the employees perform their duties in new styles instead of old rigid style, this practice is known as behavioral flexibility [28]. Job satisfaction is defined as the perception, flexibility or feeling of towards both factors [29]. Job satisfaction is defined as the perception, flexibility or feeling of towards both factors [29]. Job satisfaction is defined as the perception, flexibility or feeling of towards both factors [29].

Behavioral flexibility creates sense of thinking in the employees to generate new ideas and to prepare them to reflect the action of un-expected environment with good gestures and better understanding [72]. The organizations also provide flexible supportive environment to the employees so that they work by using diverse and alternative technique and consequently organizations creates the ability of behavioral flexibility in the employees [43].

2.4 Relationship among Functional flexibility, Employee turnover and Job Satisfaction

Higher functional flexibility plays an important role in increasing employee satisfaction and motivation; consequently, employee turnover decreases and labor productivity increases [38]. The other scholars argued the functional flexibility can increase job satisfaction [72].

HYPOTHESES DEVELOPMENT

H1: HPWS will positively relate to organizational commitment.

H2: HPWS will positively relate to job satisfaction.

H3: HPWS will positively relate to turnover intentions.

H4: HPWS will positively relate to combine employee attitude.

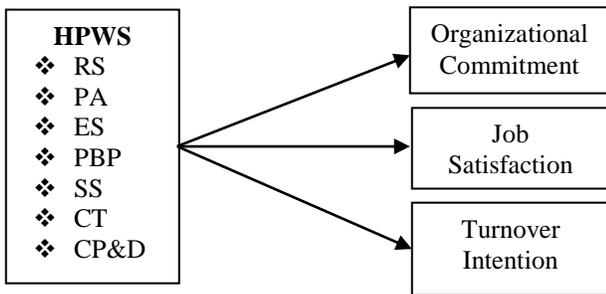
H5: HR flexibility will mediate the relationship between HPWS and employee attitude.

3. RESEARCH METHODOLOGY

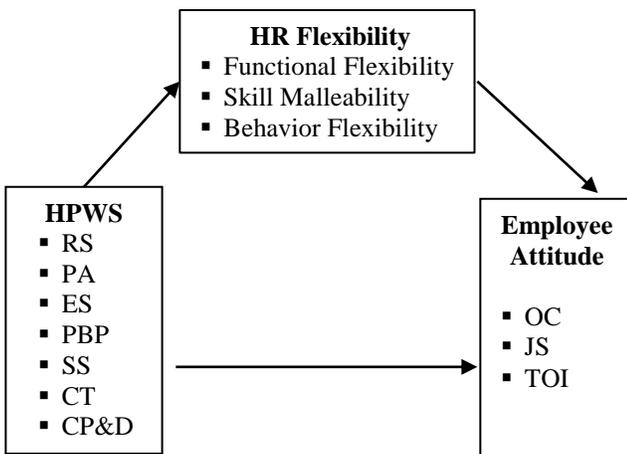
The primary data were collected from the employees working in telecom organization regarding HPWS, employee attitude and human resource flexibility through adopted questionnaire of different researchers.

3.1 Conceptual Model

The below mentioned model was developed for the study.



Model 1 Impact of HPWS on Employee Attitude



Model 2 Impact of HPWS on Employee Attitude through mediating role of HR Flexibility

3.2 Measurements/Instrumentation

To evaluate HPWS, seven items on five point Likert scale were adopted from [64]; [17]. To measure the OC 15 items were adopted from [41]. JS was measured through 15

items recommended by [69]. As for as turnover intention is concerned, three items were adopted from [65]; [4]; [49]. Functional flexibility was measured through scale provided by [68], skill malleability measured through [58] and behavior flexibility was assessed by adopting instrument provided by [51].

3.3 Reliability

The reliability of the questioner used in this study was checked through Cronbach's Alpha test. The significant value of this test recommended by researchers is greater than 0.7 and over 0.8 is treated as good [54]; [47]; [56]; [62]. Reliability of various variables under study is exhibited in below mentioned table No.1 and all values are above 0.7.

Table 1

Sr.#	Variable Name	Cronbach's Alpha	Items
1	HPWS	0.935	45
2	OC	0.679	15
3	JS	0.868	16
4	TOI	0.727	3
5	Functional Flexibility	0.746	3
6	Skill Malleability	0.814	4
7	Behavior Flexibility	0.758	4

4. DATA ANALYSIS

The data were collected through primary sources. For analysis, descriptive statistics, correlation and regressions analyses on SPSS 20 were applied. Indirect impact of mediation was measured through Sobel test.

4.1 Descriptive Statistics

In the below mentioned table small values of SD exhibited maximum values are close to the average value. The greater values presented that values are away from the average value. The results are as under:

Table 2 Descriptive Statistics Table

Variable Name	Min	Max	Mean	Std. D
OC	2	5	3.92	0.735
JS	2	5	3.40	0.667
TOI	1	5	3.55	0.745
HRF	1	5	3.05	0.715
HPWS	1	4	3.14	0.557

4.2 Correlations

The association between variable was observed through Pearson Correlation test. The results can be viewed in below mentioned table 3.

4.3 Testing of basic Regression Assumptions

The results of the basic assumptions of regression are as under:

4.3.1 Normality

Normality of data presents that all variable contributed into the study are normally distributed. In order to verify this assumption Kolmogorov-Smirnov test was conducted. The standard is, p value should be greater than 0.05 [56].

Table 3 Pearson Correlation

	OC	JS	TOI	EA	HRF	HPWS
OC	1					
JS	.376**	1				
TOI	.701**	.243**	1			
EA	.883**	.659**	.832**	1		
HRF	.309**	.377**	.202**	.369**	1	
HPWS	.381**	.706**	.224**	.538**	.493**	1

** Significant at 1% Level of Significance

Table 4 One-Sample Kolmogorov-Smirnov Test

Sr. No.	Variable Name	Kolmogorov-Smirnov Z	Sig. (2-tailed)
1	OC	0.962	0.313
2	JS	1.257	0.085
3	TOI	1.346	0.053
4	HPWS	0.959	0.317
5	HR Flexibility	1.105	0.174
6	Employee Attitude	0.678	0.748

a. Test distribution is Normal.

4.3.2 Multicollinearity

It can be measured through Tolerance test, VIF or Collinearity Index. It is the correlation among three or more independent variables.

4.3.2.1 VIF

The VIF is directly associated to the tolerance value i.e. $VIF = 1/Tolerance$. High VIF values showed a high degree of collinearity or Multicollinearity among the independent variables. VIF should be less than 10 [56].

4.3.2.2 Tolerance

The collinearity and multicollinearity can be accessed through tolerance. Its value should be greater than 0.10 otherwise multicollinearity will exist [56]. It can also be seen from correlation matrix. The researchers recommend that if r value of the variables = ($>.80$) it will show multi-collinearity [53]. In the below mentioned table all values are less than 0.80.

Table 5 Collinearity Statistics

Variable Name	Tolerance	VIF	Variable Name	Tolerance	VIF
SS	.235	4.264	PBP	.884	1.131
CT	.271	3.696	CP&D	.583	1.715
PA	.371	2.697	ES	.899	1.112
RS	.659	1.517			

4.4 Durbin Watson

To check the autocorrelation Durbin Watson test was executed. The test was run on different models under study and results were within range. According to [56 standard is the value should be in between 1.5 and 2.5. Table No. 6 shows the values of Durbin Watson test.

Table 6

Model	Durbin Watson	Model	Durbin Watson
HPWS to OC	1.608	HPWS to TOI	1.991
HPWS to JS	1.906	HPWS to Employee Attitude	1.795

TESTING OF HYPOTHESES

Hypotheses were tested by using Multiple Regressions Analysis (MRA). The detail is as under:

Model 1: Regression Analysis

H1: HPWS positively relates to OC.

HPWS (ES, RS, SS, PBP, PA, CP&D and CT) was regressed on OC. The results depicted the overall fitness of the model ($F=9.617$, $P=0.000$). The $R^2=0.238$ exhibited that 24 % OC is explained by HPWS. The results are presented in the table No. 7 & 8.

Table 7 Model Summary

Model	R Square	Adjusted R Square	F	Sig
1	.238	.214	9.617	.000

a. Predictors: (Constant), ES, PBP, SS, RS, CP&D, PA, CT

Table 8 Coefficients table

Model		Un-standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	C	2.032	.320		6.340	.000
	SS	-.102	.105	-.120	-.976	.330
	CT	.299	.141	.244	2.129	.034
	PA	.303	.088	.337	3.444	.001
	RS	.124	.066	.138	1.885	.061
	PBP	.131	.049	.170	2.684	.008
	CP&D	-.112	.069	-.126	-1.621	.106
	ES	-.050	.038	-.082	-1.313	.191

a. Dependent Variable: Organizational Commitment

The p values of CT, PA and PBP are < 0.05 are significant and showing positive relationship of independent variables with organizational commitment. The previous study supports the result that organizations considers the employees as valuable assets instead of cost but it does not mean to keep the incompetent employees [44].

The result consistent with the study in which the researcher found that organization provides the development opportunity through HPWS and in return employees show the commitment with the institutions [11]. The results are also matched with the study of [10] in which they pointed out a positive association between HPWS and OC [6].

H2: HPWS will positively relate to JS.

The value of $R^2=0.630$ indicated 63% of total variance explained by these predictors. The value of ($F=9.617$, $P=0.000$) shows that overall fitness of model. From seven HRM practices of HPWS, only RS SS and PA have significant and positive association with JS. Previous study shows that intrinsic or extrinsic reward systems are necessary

Table 9 Model Summary

Model Summary	R ²	Adj. R ²	F	Sig
Model 2	0.630	0.618	9.617	0.000

a. Predictors: (Constant), ES, PBP, SS, RS, CP&D, PA, CT

Table 10

Model	Un-Std. Coeff.		Std. Coeff.	T	Sig.
	B	Std. Error	Beta		
2 C	1.164	0.203		5.737	0.000
SS	0.225	0.066	0.291	3.399	0.001
CT	-0.089	0.089	-0.08	-1.002	0.318
PA	0.399	0.056	0.488	7.166	0.000
RS	0.1	0.041	0.123	2.402	0.017
PBP	0.012	0.031	0.017	0.389	0.697
CP&D	0.073	0.044	0.091	1.676	0.095
ES	-0.005	0.024	-0.009	-0.203	0.840

a. Dependent Variable: Job Satisfaction

The results are consistent with the study in which a researcher claimed that HPWS is positively related with individual job satisfaction [13].

H3: HPWS positively relates to TOI.

The output of MR analysis can be viewed in table No.11 and 12 which revealed that 17.6 % amount of variance of dependent variable TOI (R²=0.176) described by the amalgamation of independent variables. Four variables CP&D, RS, SS and CT are insignificant and does not participating in the model because sig value (p>0.05). The enduring variables ES, PA and PBP and have a significant impact being p value less than 0.05. PBP (β=0.161 t=3.139 p=0.002), PA (β=0.330 t=3.550 p=0.000), are significant and positive relationship with TOI. ES has negative and significant impact on Turnover intention (β=-0.112 t=-2.789 p=0.006). It was approved by the researchers that TOI will be increased by decreasing of ES. The results consistent with the prior study in which scholar found negative relationship of these practices with TOI [50]. The results of the current study are consistent with the prior study that HPWS is positively associated with TOI [55].

Table 11 Coefficients table

Model	Un-Std. Coeff.		Std. Coeff.	T	Sig.
	B	Std. Error			
3 C	2.358	.338		6.978	.000
SS	-.192	.111	-.223	-1.744	.083
CT	.193	.148	.155	1.298	.196
PA	.330	.093	.361	3.550	.000
RS	.135	.069	.149	1.957	.052
PBP	.161	.051	.207	3.139	.002
CP&D	-.116	.073	-.129	-1.596	.112
ES	-.112	.040	-.182	-2.789	.006

a. Dependent Variable: Turnover intention

b. Predictors: (Constant), ES, PBP, SS, RS, CP&D, PA, CT

Table 12 Model Summary

Model Summary	R ²	B	T	Sig	F	Sig
Model 3	0.175	2.358	6.979	0.000	6.553	0.000

H4: HPWS positively relates to combine EA.

RA was done by using HPWS as independent variable and EA (OC, JS and TOI) as dependent variable. The results exhibited that (R² = 0.289) 29% EA is described by HPWS. The p value (β=0.492 t=8.571 p=0.000) depicted that HPWS and EA has significant positive relationship. Hypothesis H4 is accepted on the basis of p value.

Table 13 Model Summary

Model Summary	R ²	B	t	Sig
HPWS to EA	0.289	0.492	8.571	0.000

Mediation Testing (Sobel Test)

H5: HR flexibility mediates the relationship between HPWS and EA.

For mediation testing, Sobel test presented by [45]) was used. The researcher claimed that Sobel test examines indirect effect of mediation. In the below mentioned table No.17, values of Z (Sobel) = 2.0357 with p=0.0418 presented that there is a significant and positive indirect relationship between both variables. The value of p<0.05 depicted that there is a mediation between HPWS and EA [45].

Table 14

VARIABLES IN SIMPLE MEDIATION MODEL		
Sr.#	Variable Name	
1	Y	Employee Attitude
2	X	HPWS
3	M	HR Flexibility

Table 15

DESCRIPTIVES STATISTICS AND PEARSON CORRELATIONS					
	Mean	SD	Employee Attitude	HPWS	HR-Flexibility
Employee Attitude	3.63	0.56	1	0.54	0.37
HPWS	3.15	0.56	0.54	1	0.49
HRF	3.57	0.72	0.37	.49	1

SAMPLE SIZE 223

Table 16 DIRECT AND TOTAL EFFECTS

	Coefficients	S.E.	T	Sig(two)
b(YX)	.5495	.0580	9.4810	.0000
b(MX)	.6327	.0750	8.4330	.0000
b(YM.X)	.1089	.0516	2.1126	.0358
b(YX.M)	.4806	.0661	7.2686	.0000

Table 17

INDIRECT EFFECT AND SIGNIFICANCE USING NORMAL DISTRIBUTION						
	Value	SE	LL95CI	UL95CI	Z	Sig
Effect	.067	.034	.0026	.1353	2.03	.04

6. RESULTS AND DISCUSSION

The modern organizations focused on the phenomena that their employees should be committed to the organization [59;57] because organizations have to face challenges due to uncommitted workers in job cuts and catastrophe business environment [34]. The scholars claimed that top performers stay in organizations due to Organizational commitment [57]. Contrarily, commitment as a whole in big organization where merger or acquisitions have done is controversial [60]. The collective impact of all independent variables with OC has been explained below:-

Results showed that, in the telecom sector, CT, PA and PBP are the human resource management practices which are directly associated with the employees' organizational commitment. CP&D was not significantly associated with OC. According to social exchange theory, "if the organization invests in the individuals and build relationships with the employees, in return, they become bound to return benefits to their partners and gives best gestures towards the organization. When they feel that the organization in which they are working are giving better environment. They become more committed to the organization and extend full support for the betterment of the organization" [22; 40].

RS has a positive relationship with JS. The level of job satisfaction of the employees will be high as the rewards of the employees as compared to the competitors [15]. Moreover, CT and transparent PA also play vital role in the JS. The researcher claimed that committed employee of the organization may develop the individual attitude in the form of job satisfaction [75].

The relationship between ES is seems to be negative with TOI. CP&D has no impact on TOI. In the absence or by reducing of ES TOI has been increased and People feel uncomfortable. Retention of the employees may be increased by giving the benefits to the employee in the shape of salary increase and bonuses after doing effective PA. Job dissatisfaction may affect TOI. This practice will decrease TOI [49] and will protect the organization from the cost of new recruitment, training and placement of staff etc.

HPWS is positively related to OC, TOI, JS and HR flexibility but association between HPWS and JS and OC is very robust as related to TOI. The same results are found in the studies of some researcher in the same domain [4]; [12]; [13]. The results also indicated the mediating effect between HPWS and EA.

According to three component theory of organizational commitment "the effective commitment motivates the employee to do better work for the organization" [46]. The said theory also supports the results of the current study.

7. CONCLUSION

Outcomes of the study demonstrated that, by implemented HPWS containing of the fair staffing system, performance based pay, transparent performance appraisal system, essential and comprehensive training, suitable rewards system in the organization may rises JS and level of OC. HPWS is positively correlated with TOI it may be due to negative behavior or stressful environment in telecom sector [63]; [52]; [35]. Likewise, this study has identified the

mediating role of HR flexibility between HPWS and EA. The organization should focus on the concept of HR flexibility during selection of the employees because HPWS affect employee attitude through HR flexibility.

6.1 Implications for Manager

This study has a several practical implications for telecom sector but most importantly for the HR managers and decision makers, it may help to realize that performance based pay, performance appraisal and employment security are the HRM practices which leads to increase turnover intention.

Secondly, this study will help to managers that only CT, PA and PBA are the human resource practices which have a positive relationship with organizational commitment. It could also realize to the managers that Reward systems, Selective staffing PA and Reward systems are the HRM practices which keep the employees satisfied from their job.

It has been noted that HPWS enable the employee attitude through mediating variable i.e. human resources flexibility. It is essential for the managers to consider the HR flexibility during deployment of Human resource management practices in the organization [15].

6.3 Limitations of the study

The study has a few limitations like; the sample covered technical, finance, sales, HR and revenue wings. The other departments relating to the organization were neglected. In this sample few were female and remaining were male. The data were collected from the middle level managers, officials and front line managers.

6.4 Direction for future research

The study is based only on Faisalabad region. The research is required by taking big sample size, which covers the whole telecom sector of Pakistan. The longitudinal study will also help the scholars for comparison before and after implementing HPWS and by recruiting flexible employees in the organization.

REFERENCES

- [1] Wright, P. M., & Snell, S. A. "Toward a unifying framework for exploring fit and flexibility in strategic human resource management". *Academy of management review*, 23(4), 756-772. (1998).
- [2] Boxall, P. "HR strategy and competitive advantage in the service sector". *Human Resource Management Journal*, 13(3), 5-20. (2003).
- [3] Boxall, P., & Macky, K. "Research and theory on high-performance work systems: Progressing the high-involvement stream". *Human Resource Management Journal*, 19 (1), 3-23. (2009).
- [4] Huselid, M. A. "The impact of human resource management practices on turnover, productivity, and corporate financial performance". *Academy of management journal*, 38(3), 635-672. (1995).
- [5] Takeuchi, R., Lepak, D. P., Wang, H., & Takeuchi, K. "An empirical examination of the mechanisms mediating between high-performance work systems and the performance of Japanese organizations". *Journal of Applied Psychology*, 92(4), 1069. (2007).
- [6] Gardner, T. M., Wright, P. M., & Moynihan, L. M. "The impact of motivation, empowerment, and skill-enhancing practices on aggregate voluntary turnover: The mediating effect of collective affective commitment". *Personnel Psychology*, 64(2), 315-350. (2011).

- [7] Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. "How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms". *Academy of management Journal*, 55(6), 1264-1294. (2012).
- [8] Datta, D. K., Guthrie, J. P., & Wright, P. M. "Human resource management and labor productivity: Does industry matter?" *Academy of management Journal*, 48(1), 135-145. (2005).
- [9] Qiao, K., Khilji, S., & Wang, X. "High-performance work systems, organizational commitment, and the role of demographic features in the People's Republic of China". *The International Journal of Human Resource Management*, 20 (11), 2311-2330. (2009).
- [10] Gardner, T. M., Moynihan, L. M., Park, H. J., & Wright, P. M. "Beginning to unlock the black box in the HR firm performance relationship: the impact of HR practices on employee attitudes and employee outcomes". *CAHRS Working Paper Series*, 75. (2001).
- [11] Wu, P.-C. & S. Chaturvedi. "The role of procedural justice and power distance in the relationship between high performance work systems and employee attitudes: A multilevel perspective". *Journal of Management* 35(5): 1228-1247. (2009).
- [12] Macky, K., & Boxall, P. "The relationship between 'high-performance work practices' and employee attitudes: an investigation of additive and interaction effects". *The International Journal of Human Resource Management*, 18(4), 537-567. (2007).
- [13] Takeuchi, R., Chen, G., & Lepak, D. P. "Through the Looking Glass of a Social System: Cross-Level Effects of High-Performance Work Systems on Employees' attitudes". *Personnel Psychology*, 62(1), 1-29. (2009).
- [14] Luna-Arocas, R., & Camps, J. "A model of high performance work practices and turnover intentions". *Personnel Review*, 37(1), 26-46. (2007).
- [15] Beltrán-Martín, I., Roca-Puig, V., Escrig-Tena, A., & Boullusar, J. C. "Human resource flexibility as a mediating variable between high performance work systems and performance". *Journal of Management*, 34(5), 1009-1044. (2008).
- [16] Delaney, J. T., & Huselid, M. A. "The impact of human resource management practices on perceptions of organizational performance". *Academy of Management Journal*, 39(4), 949-969. (1996).
- [17] Delery, J. E. and D. H. Doty. "Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions". *Academy of Management Journal* 39(4): 802-835 (1996).
- [18] Combs, J., Liu, Y., Hall, A., & Ketchen, D. "How much do high-performance work practices matter? A meta-analysis of their effects on organizational performance". *Personnel psychology*, 59(3), 501-528. (2006).
- [19] Greenberg, J., & Baron, R. A. "Instructor's manual with transparency masters: behavior in organizations understanding and managing the human side of work". *Prentice Hall*. (1995).
- [20] Robbins, S. P. *Organizational Behavior*, 14/e, *Pearson Education India*. (2001).
- [21] Rayton, B. A. "Examining the interconnection of job satisfaction and organizational commitment: An application of the bivariate probit model". *The International Journal of Human Resource Management*, 17(1), 139-154. (2006).
- [22] Blau, P. M. "Exchange and power in social life". *Transaction Publishers*. (1964).
- [23] Gong, Y., Law, K. S., Chang, S., & Xin, K. R. "Human resources management and firm performance: The differential role of managerial affective and continuance commitment". *Journal of Applied Psychology*, 94 (1), 263. (2009).
- [24] Mosadeghrad, A. M., Ferlie, E., & Rosenberg, D. "A study of the relationship between job satisfaction, organizational commitment and turnover intention among hospital employees". *Health Services Management Research*, 21(4), 211-227. (2008).
- [25] Bashir, M., Jianqiao, L., Abrar, M., & Ghazanfar, F. "The organization's cultural values: A study of public sector universities in Pakistan". *African Journal of Business Management*, 6(10), 3686. (2012).
- [26] Moore, W. E., & Feldman, A. S. "Labor commitment and social change in developing areas". (1960).
- [27] Saari, L. M., & Judge, T. A. "Employee attitudes and job satisfaction". *Human resource management*, 43(4), 395-407. (2004).
- [28] Armstrong, M. "A handbook of human resource management practice", *Kogan Page Limited*. (2003).
- [29] Cetin, M. O. "The relationship between job satisfaction, occupational and organizational commitment of academics". *Journal of American Academy of Business*, 8(1), 78-88. (2006).
- [30] Malik, S. A., Bashir, N., Khan, M. M., & Malik, S. A. "Predicting employees' turnover in telecom mobile communication call centers of Pakistan". *Middle-East Journal of Scientific Research*, 17(4), 481-494. (2013).
- [31] Guthrie, J. P., Flood, P. C., Liu, W., & MacCurtain, S. "High performance work systems in Ireland: human resource and organizational outcomes". *The International Journal of Human Resource Management*, 20 (1), 112-125. (2009).
- [32] Batt, R. Managing customer services: "Human resource practices, quit rates, and sales growth". *Academy of management Journal*, 45(3), 587-597. (2002).
- [33] Bhattacharya, M., Gibson, D. E., & Doty, D. H. "The effects of flexibility in employee skills, employee behaviors, and human resource practices on firm performance". *Journal of Management*, 31(4), 622-640. (2005).
- [34] Hunziger, A., & Biele, G. "Retention-Management-Wie Unternehmen Mitarbeiter binden können". *Retention management: how organizations can commit their employees*", *Wirtschaftspsychologie aktuell*, 2, 47-52. (2002).
- [35] Jackson, S. E., & Maslach, C. "After-effects of job-related stress: Families as victims". *Journal of organizational behavior*, 3(1), 63-77. (1982).
- [36] Kavanaugh, J., Duffy, J. A., & Lilly, J. "The relationship between job satisfaction and demographic variables for healthcare professionals". *Management Research News*, 29(6), 304-325. (2006).
- [37] Kehoe, R. R., & Wright, P. M. "The impact of high-performance human resource practices on employees' attitudes and behaviors". *Journal of Management*, 39(2), 366-391. (2013).
- [38] Kelliher, C., & Riley, M. "Beyond efficiency: some by-products of functional flexibility". *The Service Industries Journal*, 23(4), 98-113. (2003).
- [39] LePine, J. A., Colquitt, J. A., & Erez, A. "Adaptability to changing task contexts: Effects of general cognitive ability, conscientiousness, and openness to experience". *Personnel psychology*, 53(3), 563-593. (2000).
- [40] Masterson, S. S., Lewis, K., Goldman, B. M., & Taylor, M.

- S. "Integrating justice and social exchange: The differing effects of fair procedures and treatment on work relationships". *Academy of Management journal*, 43(4), 738-748. (2000).
- [41] Mowday, R. T., Steers, R. M., & Porter, L. W. "The measurement of organizational commitment". *Journal of vocational behavior*, 14(2), 224-247. (1979).
- [42] Mueller, W. S. "Flexible working and new technology". *Employment Relations: the Psychology of Influence at Work*. Oxford: Blackwell. (1992).
- [43] Parker, S. K., & Axtell, C. M. "Seeing another viewpoint: Antecedents and outcomes of employee perspective taking". *Academy of Management Journal*, 44(6), 1085-1100. (2001).
- [44] Pfeffer, J. "Seven practices of successful organizations". *California management review*, 40(2), 96-124. (1998).
- [45] Preacher, K. J., & Hayes, A. F. (2004). "SPSS and SAS procedures for estimating indirect effects in simple mediation models". *Behavior research methods, instruments, & computers*, 36(4), 717-731.
- [46] Allen, N. J., & Meyer, J. P. "The measurement and antecedents of affective, continuance and normative commitment to the organization". *Journal of occupational psychology*, 63(1), 1-18. (1990).
- [47] Cronbach, L. J. "Coefficient alpha and the internal structure of tests". *Psychometrika*, 16(3), 297-334. (1951).
- [48] Ericksen, J., & Dyer, L. "Toward a strategic human resource management model of high reliability organization performance". *The international journal of human resource management*, 16(6), 907-928. (2005).
- [49] Firth, L., Mellor, D. J., Moore, K. A., & Loquet, C. "How can managers reduce employee intention to quit?". *Journal of managerial psychology*, 19(2), 170-187. (2004).
- [50] Foong-ming, T. "Linking Career development practices to turnover intention: The mediator of perceived organizational support". *Journal of Business and Public Affairs*, 2(1), 1-16. (2008).
- [51] Frese, M., Kring, W., Soose, A., & Zempel, J. "Personal initiative at work: Differences between East and West Germany". *Academy of Management journal*, 39(1), 37-63. (1996).
- [52] Ganster, D. C., & Schaubroeck, J. "Work stress and employee health". *Journal of management*, 17(2), 235-271. (1991).
- [53] Garson, G. Testing of assumptions. Statnotes. [Internet]. North Carolina State University. [Cited 2009 Feb 27]. (2009).
- [54] Guieford, J. P. "Fundamental Statistics in Psychology and Education", New York: McGraw-Hill. (1965).
- [55] Guthrie, J. P. "High-involvement work practices, turnover, and productivity: Evidence from New Zealand". *Academy of management Journal*, 44(1), 180-190. (2001).
- [56] Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. *Multivariate data analysis* (Vol. 6). Upper Saddle River, NJ: Pearson Prentice Hall. (2006).
- [57] Hausknecht, J. P., Rodda, J., & Howard, M. J. "Targeted employee retention: Performance-based and job-related differences in reported reasons for staying". *Human Resource Management*, 48(2), 269-288. (2009).
- [58] Pulakos, E. D., Arad, S., Donovan, M. A., & Plamondon, K. E. "Adaptability in the workplace: development of a taxonomy of adaptive performance". *Journal of applied psychology*, 85(4), 612. (2000).
- [59] Reiche, B. S. "The configuration of employee retention practices in multinational corporations' foreign subsidiaries". *International Business Review*, 17(6), 676-687. (2008).
- [60] Riketta, M., & Van Dick, R. "Foci of attachment in organizations: A meta-analytic comparison of the strength and correlates of workgroup versus organizational identification and commitment". *Journal of Vocational Behavior*, 67(3), 490-510. (2005).
- [61] Sanchez, R. "Strategic flexibility in product competition". *Strategic management journal*, 16(S1), 135-159. (1995).
- [62] Sekaran, U. "Research methods for business: A skill building approach", John Wiley & Sons. (2006).
- [63] Shirom, A. "Burnout in work organizations". (1989).
- [64] Snell, S. A., & Dean, J. W. "Integrated manufacturing and human resource management: A human capital perspective". *Academy of Management journal*, 35(3), 467-504. (1992).
- [65] Tate, U., Whatley, A., & Clugston, M. "Sources and outcomes of job tension: A three-nation study". *International Journal of Management*, 14, 350-358. (1997).
- [66] Van Den Berg, P. T. and M. E. G. Van Der Velde. "Relationships of functional flexibility with individual and work factors". *Journal of Business and Psychology* 20(1): 111-129. (2005).
- [67] Van Den Beukel, A. L. and E. Molleman "Multifunctionality: Driving and constraining forces". *Human Factors and Ergonomics in Manufacturing* 8(4): 303-321. (1998).
- [68] Volberda, H. W. "Building the flexible firm: How to remain competitive". *Corporate Reputation Review*, 2(1), 94-96. (1998).
- [69] Warr, P., Cook, J., & Wall, T. "Scales for the measurement of some work attitudes and aspects of psychological well-being". *Journal of occupational psychology*, 52(2), 129-148. (1979).
- [70] Williams, M. L. and G. F. Dreher "Compensation system attributes and applicant pool characteristics". *Academy of Management Journal* 35(3): 571-595. (1992).
- [71] Wright, P. M. and W. R. Boswell "Desegregating HRM: A review and synthesis of micro and macro human resource management research". *Journal of Management* 28(3): 247-276. (2002).
- [72] Youndt, M. A., & Snell, S. A. "Human resource configurations, intellectual capital, and organizational performance". *Journal of Managerial Issues*, 337-360. (2004).
- [73] Dyer, L., & Shafer, R. A. "Dynamic organizations: Achieving marketplace and organizational agility with people. (2003).
- [74] Maurer, T. J., Wrenn, K. A., Pierce, H. R., Tross, S. A., & Collins, W. C. "Beliefs about 'improvability' of career-relevant skills: relevance to job/task analysis, competency modelling, and learning orientation". *Journal of Organizational Behavior*, 24(1), 107-131. (2003).
- [75] O'Reilly III, C. A., & Caldwell, D. F. (1981). The commitment and job tenure of new employees: Some evidence of post decisional justification. *Administrative science quarterly*, 597-616.