



High-Performance Work System & Employee Performance in Public Sector: Testing the Mediating Effect of Job Engagement

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Abstract

The purpose of this paper is to investigate the impact of high-performance work systems on employee performance mediated by job engagement of the employees working in the public sector organization. The paper attempts to explain how high-performance work systems influence the employees and motivate them to perform in the organization. The study goals to deliver the understanding of high-performance work systems that influences job engagement which in turn significantly affects employee performance. To test the study's hypotheses, we collected data from a field study of 500 employees working in 25 public sector banks. Our results show that a high-performance work system is significantly related to employee performance and this relationship is mediated by job engagement. This shows that employees who are given improved high-performance work systems showed high job engagement along with high employee performances regardless of their gender and other diversity. Perspectives related to high-performance work systems pose a positive outcome on the employee performance are considered dominant in the current investigation.

Keywords: High-performance work systems, job engagement, employee performance, public sector organizations

Abbreviations: High performance work system (HPWS); Human Resources (HR); Research and Development (R&D); Human Resource Management (HRM); Structured Equation Modeling (SEM)

1.Introduction

In the last couple of decades, it has been observed that organizations are adapting high-performance work system practices (HPWS). It has been proposed that a high performance work system is potentially encouraging the management to build their employees for competitiveness (Tsai, 2006). HPWS is viewed as the key factor to performance outcomes due to which it is contemplated to be the important building block of contemporary management and is supposed to impact positively and significantly to both the individual and organizational performance (Fu et al., 2015). This elaborates that more the organization applies HPWS activities, higher level of employees' performance is likely to be obtained (Messersmith & Guthrie, 2010). It has been cited by many scholars and researchers that to make the organizations more efficient and gain competitive edge, high-performance work system helps as important constituent (Aryee et al., 2012);(Bowen & Ostroff, 2004); (Liao,Toya, Lepak & Hong, 2009); (Zhang, Akhtar, Bal, Zhang & Talat, 2018). The employee's motivation, commitment and their competencies can be evaluated by the application of internally linked and constant human resource practices (Aryee et al., 2012); (Datta, Guthrie, & Wright , 2005). Workshop activities and practices are generally interlinked by HPWS in order to increase the level of trust within the employees and raise the employee's intrinsic motivation and thus, this enhances organizational commitment. It is normally said that HPWS's are only about HR operating procedures and initiatives however they are constituted upon both the high work level of the employees as well as alternative work practices.

This research paper examines the influence of high-performance work systems on employees' performance with the mediating role of job engagement in the public sector of Pakistan. It has been observed that competition for the public sector organization has turned out to be more aggressive. In order to get more enhanced performance, HRM and the use of HPWS ought to be interrogated in the perspective of public organizations (Steijn, 2004). It has been observed by great scholars that a high-

performance work system correlated with employees' performance has been considered as an important field of study which gives other researchers and readers the point to focus on the factors associated with them (Tsai, 2006). In this study, it is going to be analyzed that public sector organizations must enhance their employees' performance by improvising a high performance work system.

Despite the increasing influence of HPWS on employees' performance by the public sector organizations, there is still limited research available on HPWS in the public sector. It has been argued by many studies that most of the work systems in the public sector have failed to achieve their expected outcomes mainly due to their incapability to design training, promotional and employment practices that all lie under HPWS program which only target specific goals (Aryee et al., 2012). Pakistan's public institutions focus more on departments like Procurement, Finance, Accounts, R&D and less on HR department hence, it becomes essential for these public institutions to pay attention to HR in order to increase employees' performance through HPWS.

The aim of this paper is to empirically assess the influence of HPWS including training practices, employee participation and employee promotion on employees' performance. The study will also empirically identify the impact of HPWS on job engagement and examine the relationship between job engagement and employees' performance.

The major contribution of the research is that it will provide much needed pragmatic data on the high-performance work systems and its influence on employee performance in public sector organizations. This paper will help the researchers to study the behavior of the employees working in public sector organizations in Pakistan who are taking different training and increasing their performance intrinsically for the benefit of both the employees' as well as the public institutions. This study will also aid the managers, employers and management to practically implement the concept of HPWS amongst public sector employees. This will inform employers how HPWS activities can enhance their employees' performance by increasing the influence of job engagement. Employers and managers are encouraged to study this literature that will help them increase their knowledge about the impact of HPWS on employees' performance in public sector organizations. Moreover, it will help HR analysts to play effectively with HPWS activities which results in the increased employees' performance. Data produced from this paper will be used to show how HPWS has affected employees' performance in the public sector of Pakistan. In addition, it is hoped that this research paper will be the beginning of an ongoing body of research into the domain of all employees working in a public organization.

Following are the research questions,

- 1: What is the influence of HPWS including training practices, employee participation and employee promotion on employees' performance in the public sector of Pakistan?
- 2: What is the relationship between HPWS and job engagement in the public sector of Pakistan?
- 3: What is the relation between job engagement and employees' performance in the public sector of Pakistan?

Next section contains a literature review, exposing the knowledge and information needed for hypotheses development. Further, in the methodology section the method of research is explained. Then the findings will shed light upon our hypotheses and will lead to the final conclusion and a further discussion on the subject where the future implications of the findings will be mentioned.

2.Literature Review

2.1 High-Performance Work System:

High performance work-system can be defined as the set of activities used to build the organizational as well as individual performance (Boxall & Purcell, 2008). High performance work system is contemplated as a significant factor in organizations and it has a significant impact on employees' performance (Hartog & Verburg, 2004). The system of work in the public institutions is solely managed and functioned by the people who are working there. So, it could be said that in order to raise high performance work, public organizations need to improve performance through their people. Earlier studies show that Guest has defined two approaches and named them 'ideal type' to human resource management. One approach is known as a high commitment model and second one is the performance management model. The reconciliation of these two approaches has been made through HPWS. In order to achieve high performances, organizations ensure that HR practices, such as training practices, promotion practices and employee participation must be adapted to lead those employees whose abilities and high competencies encourage them to participate and use their knowledge to exercise motivation (Guest, 2007). The HR practices that are mentioned above will be discussed here.

Firstly, it has training practices which include training and developments of the employees working in an organization (Nassazi, 2013). Training practice is one of the important factors of high-performance work systems. These practices include different workshops and activities that are planned and organized by the experts, for the knowledge enhancement of the employees. It has been cited that these trainings practices are required for

three different level such as strategic level, tactical level and operational level (Wognum, 2001). Training practices are used to cover the gap between the current and the expected employees' performance in the future. It has been quoted that training practices lie under the functions of Human Resource Development that have been considered as the important key role of HRM (Weil & Woodall, 2005). It must be ensured by organizations that proper training practices ought to take place once the policies regarding employee performance are evaluated. Training practices have been seen as one of the major roles within HRM which gained great attention by most of the academic researchers (Beardwell, Holden & Claydon, 2004). It has been added by Beardwell et al., (2004) that technological developments and changes within organizations in the form of trainings have made employers realize that in order to be successful, there is a dire need of investment on the employees for training purposes. The main benefit of training is to gain and enhance the knowledge, abilities and skills towards job related tasks. This can be considered as both the short term as well as the long-term benefit for any organizations. It has been stated that there are few advantages of trainings such as 1: High moral which states that the employees who take trainings have now high-level confidence and encouragement. 2: Low cost of production defines that the employees who are now trained and are skilled, would spend less time on production and would manufacture it with efficiency without wasting material and equipment. 3: It helps to improve the availability and quality of the work of employees. 4: Lower turnover shows that training employees bring sense of responsibility and thus, it avoids labor turnover and absentees. Training and skill development amongst the employees have become necessary in order to reduce errors in productivity and outcomes for any organization(Cole, 2002).

Secondly, promotion is contemplated to be the shift in the job of any employee for higher compensation (McCausland, Pouliakas &Theodossiou , 2005). It has been said that practices in the promotion can lead the organization's intention to improve from wherever that is necessary to satisfy its need for efficient employees (Armstrong, 2009). Promotional practices are considered as a vital aspect in the career of the employees that affects the aspects of the work experience. This results into the important factor of employee mobility that involves an increase in wages, which in return can have a positive impact on job attachment and time management (Blau, & DeVaro, 2007); (Clark, 2001); (Francesconi, 2001). Moreover, it has been analyzed that the powerful signals can be shown by the senior management to inform existing employees that there are attractive development opportunities available to them. Public sector organizations can use promotional practices as an incentive for highly qualified employees which creates reward for employees to apply greater inputs. So, promotion is

considered as the best tool in order to motivate employees if they put significance value on their promotion itself. The concept of increase in salaries can encourage employees to work with all of their strengths and enthusiasm.

Lastly, employee participation is defined as the processing cycle of employee involvement that is intended to provide the opportunities to the employees to influence them and take participation in decision-making on the matters that affects them. It is a process that allows the employees to bring in some influence over their job and conditions about what they do. Another concept of employee participation has been defined that it is a process in which the management and the subordinates share the decision-making (Zohoori, 2008). It can be divided into two forms such as material and immaterial. In material participation, it includes every type of financial involvement of the employees in the organization such as organization's profit, stocks or gain or other forms. Whereas, immaterial participation has the employees in the institutions for information, coordination and decision processes (Chen & Aryee, 2007).

2.2 Employee Performance:

Employee performance can be seen as the contributions and the efforts which an employee contributes to achieve goals for the organization. Employees are contemplated as the major resource of competitive advantage in organizations. There is an approach of employee performance named "commitment approach", which assesses employees as a source of values and beliefs. It has been noticed that for institutions, employee performance plays a vital role. There are several factors of employee's performance such as quantity, quality and timeframe of outcome and cooperativeness along with the full attention at work (Güngör, 2011). Improvements in the performance of individuals can easily help HR analysts to predict the further improvement of public organizational performance. Another definition of employee performance is the information of every result and outcome that have been achieved in a specific time and job duty. Employee performance is the system of rating the employees' abilities and skills in any organizations. The performance of the employees can be divided into good and poor performance phases. Good performance can be measured by evaluating the increased perception of clienteles in service aspects whereas poor performance can be measured by analyzing the complaints lodged by. The performance of the employees can really be understood as how well the tasks given to the employees were executed - how effectively and efficiently. The management in organizations can inform the employees about their performance quarterly or annually and further discuss which areas need to be improved. Whilst, measuring the employee's performance, it could be seen

that the process that categorizes some results and outputs within a specific time period can be really helpful in the evaluation and organization of overall as well as individual performance (Coens & Jenkins, 2000). It has been mentioned that in order to monitor and check the performance of the employees, the measurement system such as quality performance management approach or balanced scoreboard approach is implemented on employees (Platts & Sobo'tka, 2010). Regarding productivity, it has been cited that there is another performance measure that is productivity which covers both the efficiency and effectiveness (Bhatti & Qureshi, 2007). Those organizations that are high performing and have good organizational structure motivate their employees to participate in decision-making, goal-setting and problem-solving issues. This participation increases productivity and performance of the employees.

Regarding the characteristics of employee performance, primarily creativity is contemplated. Creativity can be analyzed from the results drawn at the end of the work process (Gilson, Litchfield & Gilson, 2015). It has been suggested that the creation of new ideas is important to the employee's performance whereas, creativity is the first step of innovation (Zhou & Su, 2010);(Zhang & Bartol, 2010). Creativity is considered as a high-risk taking process that has a high chance of failure and those employees who are willing to take more risks are called creative (Duan,Liu,& Che, 2018). Paulus (2002), mentioned that creativity is not only applicable for the first stage of the innovation process however, it is actually a recurrent method in order to achieve the specific goal which, at the first stage includes the idea generation meanwhile in the second stage it includes the implementation (Shalley & Zhou, 2008). It has been observed that creation of ideas and then its implementation become the basis of every employee's competitiveness (Anderson, Poto'cnik & Zhou, 2014). It becomes the responsibility of the management to unify those employees who suggest creative ideas. This process will encourage creativity and innovativeness in employees and when employees are performing a project, the intensification of creativity increases and plays a role of mediator amongst the employee performance due to organizational creativity (Williams & Foti, 2011);(Chen, 2006).

Employee voice is the other trait of employee performance that can be defined as the employees taking participation in the decision-making and goal-setting of institutions. The key term 'voice' can be conceptualized by analyzing studies on employment relations (Budd, Gollan & Wilkinson, 2010); (Lavelle, Gunnigle & McDonnell, 2010); (Wilkinson & Fay, 2011); (Wilkinson et al, 2016). Employee voice is considered to be the way of expressing dissatisfaction by employees to their organizaions. It has been written that the employee voice is the words that take place between employees and organizations to get their point of views, problems, and

suggestions and to communicate them to the management (Bryson, 2004). However, this definition of employee voice is restricting employees from participating in decision-making roles. There has been another definition of employee performance which states it as the process and the structure that encourage the employees to take part in the decision-making process and give their suggestions to the organization for its betterment (Boxall & Purcell, 2003).

Another constituent of employee performance is proactive behavior. It is seen that proactive behavior is meaningfully coherent to key organizational criteria. Proactive behavior helps job performance as this behavior selects and creates the events which boost the chances of high level of employee performance. It has been suggested that proactive behavior can be really helpful in enhancing the overall performance by engaging employees in different activities i.e., development of skill, resource allocation, negotiation, socialization and gathering of resources (Parker & Collins, 2010).

2.3 Job Engagement:

William Kahn was the first person who introduced the concept of job engagement in 1990s. Moreover, the concepts of engagements and disengagements were explained by Kahn. There are three psychological conditions being defined by William such as safety, availability and meaningfulness and this is all related to engagement and disengagement. After the work of William, it has been stated that SAM (safety, availability and meaningfulness) is considered to be the key elements of job engagement that is totally related to job performance as job role fit (May, Gilson & Harter, 2004). Similarly, different scholars have defined the concept of job engagement. For instance, job engagement is said to be satisfaction, involvement and enthusiasm of employees working in organizations (Harter, Schmidt, Killham & Agarwal, 2009). The work that describes dedication, absorption and robustness by fulfilling the state of mind and considered as positive is called as job engagement (Schaufeli & Salanova, 2010). It has been stated that engaged employees are those who are willing to perform work other than the job description and highly dedicated and enthusiastic about their work and as far as disengaged employees are concerned, they are not dedicated and vigorous at all and try to keep themselves disconnected from work (Report, 2003). It has been differentiated from engaged employees with the disengaged ones. It has also been quoted that engaged employees use their personal skills and abilities and transmit those abilities to other employees for better achievement (Bakker & Demerouti, 2008).

According to Woodruffe (2006), it has been noted that job engagement is totally dependent upon satisfaction of the needs of employees

by managers, whereas these needs can be: salary compensation, satisfaction of job and potential of an employee. Job engagement of an employee shows the height of emotional attachment to an organization which provokes him or her intrinsically to put all the effort in work (Gibbons, 2006). It was Solidate (2007), who summarized the work of Gibbon in order to mention the several key factors of job engagement. 1: What is the nature of the job? 2: understanding if employee' performance is contributing to the institution's performance 3: trust and esteem amongst the employees by the management 4: career growth opportunities 5: relationship with ones' senior or employer. It has been observed in many organizations that there are some factors which encourage the employees to work with passion. These factors are salary, job security and job conditions and if these factors are lacking then it would lead to employee dissatisfaction. In contrary to this, to get the better performance there must be the implementation of motivation factors such as recognition, appreciation, growth and achievement. There has been a categorization between engagement drivers and employee disengagement drivers (Scarlett, 2007). Regarding engagement drivers, there are job assignment, freedom, advancement, individual's growth and recognition; whereas factors such as company pride, benefits, manager and goals are considered to be disengagement drivers. Therefore, it could be predicted that by measuring these drivers, an organization gets a reliable technique to quantify the engagement level of employees. Another theory of employee engagement that consists of two points: one is employee satisfaction and second is employee commitment. Discussing briefly about employee commitment it is suggested that it is related to the level of happiness an employee assigns to put attribution and efforts to the organization and especially the way an employee feels about the employment (Peters, 2007). Whereas employee commitment is about their feeling for the institution and the attachment to remain within it, in order to serve them with dignity and perform highly, thus resulting in the improvement of such organization (Macky & Boxall, 2008); (Ahmed et al., 2010).

2.4 High Performance Work System & Employee Performance:

In today's world, there are a number of factors which can affect the organizational growth and development. In coherence with the statement earlier, considering the development of organizations, high performance work system and its characteristics can play an essential role in improving the performance of the employees. As a result, the organizations are able to face the competition and be the leader of all. This signifies a major difference amongst the organizations who put HPWS activities for the better employees' performance and organizations who do not. As employee performance has a positive impact on the organization, it could be said that

due to HPWS and its activities, employee performance becomes a function of overall institutional performance (Purcell et al., 2003). HPWS not only improves the overall performance of employees but also enhances the knowledge, skills and abilities, and the attitude of employees, which as a result contributes to the performance of the organization.

The branch of training practices of HPWS in relation with employee performance has been discovered as interesting findings. It plays a significant role on employees' performance. By observing the positive impact of employee performance by the skill development, abilities and competencies an employee has, training has been proved to generate improvements in the performance which would result in the benefits for both the employee as well for the organization (Appiah, 2010). Another theory, states that HPWS is considered to be dealing with skill abilities and performance deficit as a method to improve employee performance (Swart et al., 2005); (Wright & Geroy, 2001).

The importance of promotion practices in any organization is contemplated to be a motivating factor that helps the employees to be committed with their job and results into increased employee performance. It is noticed that promotion practices are supposed to change the behaviors of employees, management and also the organization (Grant & Ashford, 2008). Promotion practices have a positive influence on employee performance in such a way that if employees are being compensated by promotion practices, there will be an urge to work with all of the energy and enthusiasm which will result in increased employee performance. While, in the context of employee promotion, it has been suggested that behaviors of employee through development of resources which an employee has, would enhance their creativity and innovation resulting in the performance of the job (Feldam, 2012). Employees who have positive attitude towards their job can be rewarded and trained in such a way that employee promotion encourages employee performance. This proves that employee promotion is positively influencing employees' performance in the organizations.

Further, with reference to the influence of employee participation on employee performance, it is seen that HPWS is a set of activities from HR that are built to encourage employees' skills, abilities and engagement in order to gain a competitive advantage (Datta, Guthrie, & Wright, 2005). The concept of employee participation shows that how much an employee is interested in decision-making concerns, how much he or she is willing to take part in problem solving matters, and if he/she is concerned with these matters it clearly states the positivity and thus, it would result in increased performance of the employees (Chiang, Hsu & Shih, 2015). This overall context shows that employee participation has positive impact on employee performance. Hence, following hypothesis is developed,

H1: a) Training Practices, b) Employee participation, and c) Employee Promotion have a positive relationship with employees' performance.

2.5 High Performance Work System and Job Engagement:

It has been mentioned that the impact of HPWS has a stronger and significant influence on employee work outputs and organizational performance. Since then, HPWS has been focusing on supporting development in employees by enriching their skills and abilities, motivating them to participate in decision-making and enhancing work tasks with increased job engagement and commitment to work in the organization which ultimately leads to the institutional performance (Snape & Redman, 2010). Whenever, there is an implication of HPWS in any organization, there becomes a probability that employees will return this action by increasing job engagement and commitment to work. So, this is the bridge in this research paper that demonstrates the job engagement which mediates the relation amongst the HPWS and employee performance (Christian et al., 2011) which forms a positive relationship that what organization offers to employees and what in return employees do. The active and willing participation of employees in decision-making, problem-solving situations and giving the suggestions to the management is referred to as employee engagement which is observed to be directly linked with job fit, attitude, behavior and performance of the employees (Mahdi et al., 2014). It has been suggested that HPWS is coherent with HR practices of any organization in such a way that it shows the direct significance with job engagement and employee performance (Snape & Redman, 2010). Thus, it can be concluded in the end that HPWS has a positive influence on employee performance with a mediating role of job engagement in an organization.

H2: a) Training Practices, b) Employee participation, and c) Employee Promotion has a positive impact on job engagement.

2.6 Job Engagement and Employee Performance:

In order to drive organizations, job engagement in employees has now become an essential part for the achievement and success over the past few years. Employees who are engaged feel satisfaction and sense of commitment to their work, are contemplated to be the star employees of the organizations with their performance. It has been observed that job engagement has a positive influence on employee creativity, voice and employee proactive behavior that are the main characteristics of employee performance. Nowadays, creativity is a key factor for the organizational performance, long term survival and success just like employee engagement (Anderson, Potočnik & Zhou, 2014). It has been suggested that a high level of relationship between employees and their job drives creativity and

innovation (IPMA-HR, 2010). It is mentioned that employees need to be flexible, innovative and creative to contribute their efforts beyond the normal tasks (Sundaray, 2011). These evidences show that job engagement has positive influence on employee creativity. Employee voice can be defined as constructive behavior of the overall performance of an organization rather than criticizing the employees. Comparing the job engagement with employee voice, it could be analyzed that job engagement can be measured as an expressive view in supportive institutions (Goldberg et al., 2011). Those employees who are highly motivated and dedicated to their work push themselves to speak and think for the development of the organization (Hassan & Batool, 2015). It has been quoted that those employees who are highly engaged in their work are more likely to speak up. This shows that job engagement has a positive influence on employee voice (Liang & Farh, 2012). Talking about the impact of job engagement on proactive behavior of an employee, it could be seen that employees who have high level of job engagement take initiatives on regular basis. Moreover, job engagement is contemplated to be the main personal resource for proactive behavioral approach. It has been cited (Schmitt et al., 2016) that employees who have high job engagement put all of their efforts to their work and place high value, attention and care on it as well, which leads them to put more contributions onto their work. It has been suggested that as change orientation is being involved by proactive behavior, it is required by the employee to pay concentration on their work through job engagement (Agarwal et al., 2012). Those employees who are said to be engaged employees, experience significant feelings at work such as hope, pride, inspiration and dedication while doing their job, and this phenomenon drives proactive behavior whilst promoting effective functioning at work (Schaufeli, Taris & Bakker, 2006). This shows that job engagement has positive impact on proactive behavior.

H3: Job engagement has a positive influence on employee performance.

From the above written literature with the citation of different scholars, it has been proved that job engagement plays a mediating role between the relationship of HPWS including training practices, employee participation, employee promotion and employees' performance.

H4: Job Engagement mediates the relationship between a) Training Practices, b) Employee Participation, and c) Employee Promotion with employees' performance.

2.7 Social Exchange Theory:

In this paper, the supporting theory that is going to be implemented is the social exchange theory, which was initially introduced by Blau in 1964. In most of the studies, it could be seen that social exchange theory has been applied to conceptualize the relationship between HPWS and employee performance. This theory has been widely used by great scholars. Furthermore, it has been observed from the previous studies that social exchange theory is contemplated as the most suitable theory for its implication with HPWS. According to the social exchange theory, performance of employees is supposed to characterize those public organizations which implement HPWS activities frequently and it is expected to be reciprocated by employees in the perspectives of employee wellbeing for better employee performance (Chang & Chen, 2011). As HPWS, defines the activities related to HR for the wellbeing of employees, the social identification of the individuals in an organization elaborates how much an employee responds to the exchange program (Hogg et al., 2005); (Peccei & Van, 2019).

The previous literature findings and hypotheses development, has led to the advancement of the following conceptual framework,

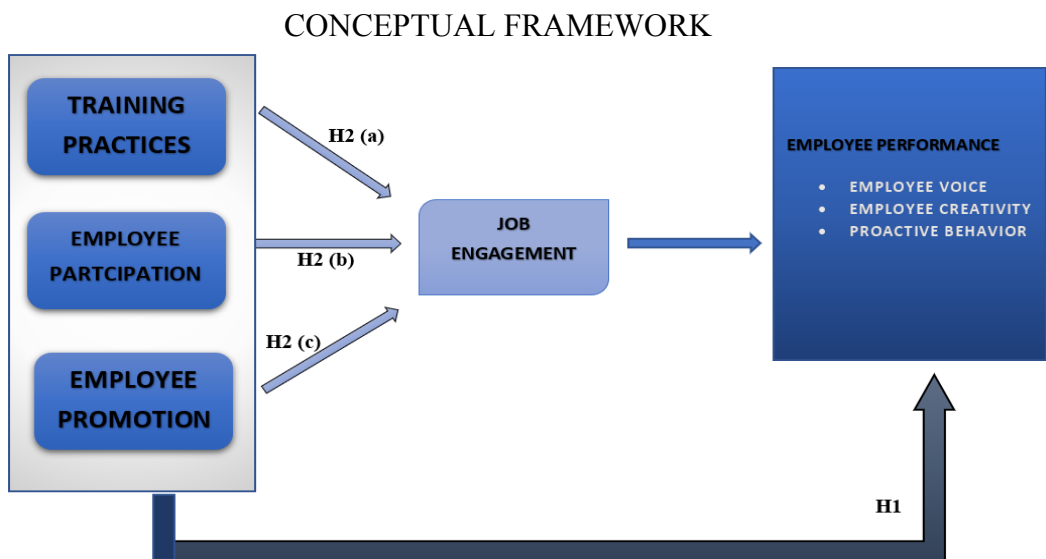


Figure 1: Conceptual Framework
Source: Author

3.Methodology

The research design selected in this paper is descriptive because it provides the accuracy to describe a population or sample size.

3.1 Population and Sampling:

Employees who are working in public banking sector are the target population used to conduct this research. It is observed that the study population of this research is more diversified in the way that it has been conducted amongst different age groups, different genders and income groups, based on which results would be more effective and significant. The sample size of this paper is mainly made up of employees, including the management of public banks. 500 employees are targeted from 25 public sector banks of Pakistan. This number of sample size helps to bring more accurate and significant results.

3.2 Research Setting:

This research was conducted in Pakistan specifically in the public banking sector. In 1991, there were amendments in the Bank Nationalization Act and almost 23 banks were built and out of them, only 10 banks got licensed. The MCB and Allied Bank transferred their ownership to most of their management by the end of 1993. The lending to small and medium companies had earlier been neglected. However, being excited with the spirit of liberalization, the landscape of banking sector changed significantly. Now, nationwide, there are 9500+ branches of all the public banks operating in Pakistan which are catering to the needs of around 30 million deposit account holders. (Ahmad, Malik, & Humayoun, 2010).

3.3 Research Instrument:

For collection of data for the research, a questionnaire-based survey with close ended structuring items was used. Questionnaires were administered in English. 500 questionnaires were distributed among 25 public sector banks. Questionnaire-based surveys was used because they are less expensive, are easy to analyze, comparable and most importantly, reliable and valid.

3.4 Measurement of Variables:

Below is the table which shows the items, scale and dimensions of the variables used in the study. In order to measure the responses of the population, Five-point Likert scale ranging from 1(strongly disagree) to 5(strongly agree) was used to measure the items. The rating and scale of the

choices was made in order to measure the variability of responses from the respondents and is as follows:

Table 3.4.1: Measurement of Variables

No	Constructs & Variables	Codes	Items
1	Training Practices	TP	4
2	Employee Participation	EPa	4
3	Employee Voice	EV	4
4	Job Engagement	JE	6
5	Employee Performance	EP	12

3.5 Data Analysis:

SPSS Amos was used to conduct structural equation modeling (SEM) for data and path analysis of the relationship between dependent, independent variable and mediator. SEM is a multivariate statistical framework which includes the solving capability of linear equations and comprehends other methods such as regression, path analysis, factor analysis and variance estimates. SEM was used to best observe and analyze relationship between the correlated variables.

4.Data Analysis

Frequency Table:

Table 4.1 (a): AGE

Source:

		Author			
		Frequen cy	Percen t	Valid Percent	Cumulative Percent
Val id	18- 25	167	33.6	33.6	33.6
	26- 35	153	30.4	30.4	64.0
	36- 45	92	18.4	18.4	82.4
	46- 60	88	17.6	17.6	100.0
	Tota l	500	100.0	100.0	

In description of the frequency table of age i.e., table 4.1(a), it comprises 5 age groups and amongst them only 4 age groups have responded. In the age group ranging from 18 to 25 years, there are 167 respondents out of 500, which means the respondents from this age group were the most abundant. The smallest respondents age group belongs to 46 to 60 years. This shows that people from this age group have minimum participation in analyzing the data and also have the least impact on the study.

Table 4.1 (b): Gender

Source: Author

	Freque ncy	Perce nt	Valid Percent	Cumulativ e Percent
Valid Male	331	66.5	66.5	66.5
Female	169	33.5	33.5	100.0
Total	500	100.0	100.0	

In describing the frequency table for gender in 4.1(b), male population is the largest among the two gender groups in this study and it has a major impact on the study for data analysis. Whereas, the female population is half of male population and it has not contributed to the same extent for the analyzing of the data.

Table 4.1 (c): Designation

Source:

Author

	Freque ncy	Perce nt	Valid Percent	Cumulative Percent
Valid Manager	187	37.4	37.4	37.4
Supervis or	155	31.0	31.0	68.4
Director	135	27.0	27.0	95.4
Worker	23	4.6	4.6	100.0

Total	500	100.0	100.0
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In describing the frequency table for designation in Table 4.1 (c), the maximum number of people which responded to the question was 500, out of which 187 were the managers who shared the responses about the study. Minimum sample from the population was of the people who are workers and their contribution in the analysis of data of this study is low. By this analysis, we can come to a conclusion that managers have contributed more in getting responses thus, they have a major impact on the analysis of the study.

Table 4.1 (d): Income

Source:

		Author			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25,000-49,999	158	31.6	31.6	31.6
	75,000-99,999	138	27.6	27.6	59.2
	50,000-74,999	117	23.4	23.4	82.6
	Above 1,00,000	87	17.4	17.4	100.0
	Total	500	100.0	100.0	

The above given table 4.1(d) best describes that respondents who are earning between 25000 up to 49,999 PKR have given maximum participation in filling the survey. This shows that 31.6% of the respondents who have filled the questionnaire have an earning ratio of less than 50,000 PKR.

Descriptive:

Table 4.2: Descriptive Statistics

Source:

	Author				
	N	Minimum	Maximum	Mean	Std. Deviation
Gender	500	1.00	2.00	1.3380	.47350
Age	500	1.00	4.00	2.2020	1.08792
Designation	500	1.00	4.00	2.0280	.93218
Income	500	1.00	4.00	2.3080	1.09340
Valid N (listwise)	500				

Above table shows the descriptive values of four given demographic variables. This test is run to reinforce the reactions. The above given table 4.2, shows the descriptive statistics of this study. The results of descriptive analysis showed that all variables were found significant in area of study. In this statistic, gender have minimum and maximum mean values of 1.00 and 2.00 respectively. There are given the minimum and maximum value of all other variables as well. This table also shows the deviation with mean. The standard deviation of every group is positive which shows that results are significant.

Reliability:

Table 4.3 (a): Case Processing Summary

Source: Author

		N	%
Cases	Valid	500	100.0
	Excluded ^a	0	.0
	Total	500	100.0

a. Listwise deletion based on all variables in the procedure.

In the table 4.3 (a), number of valid data or N (valid for at process) is 500 units, while missing or data that is excluded is zero which means that every data is processed.

Table 4.3 (b): Reliability Statistics
Source: Author

Cronbach's Alpha	N of Items
0.415	4
0.459	4
0.736	4
0.519	6
0.583	12

Reliability test is basically the measure of consistency of a test under different conditions. Cronbach's Alpha is a measuring tool and unit for reliability test and it is profoundly used for this research. In the table 4.3 (b) above, the value of Cronbach's alpha for different variables varies. The Cronbach's alpha for different variables is significant and positive, which shows the relationship and framework between the variables to be reliable and positive.

Table 4.4.: Correlation

Source: Author

		Training_ Practices	Employee_Pa rticipation	Employee _Promoti on	Job_Enga gement	Employee_Perfor mance
Traini ng_Pr actices	Pearson Correlation	1	.372**	.441**	.800**	.264**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	500	500	500	500	500
Emplo yee_P articip ation	Pearson Correlation	.372**	1	.745**	.586**	.278**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	500	500	500	500	500
Emplo yee_P romoti on	Pearson Correlation	.441**	.745**	1	.688	.285**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	500	500	500	500	500
Job_E ngage ment	Pearson Correlation	.800**	.586**	.688**	1	.360**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	500	500	500	500	500

Emplo yee_P erform ance	Pearson Correlation	.264**	.278**	.285**	.360**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	500	500	500	500	500

** . Correlation is significant at the 0.01 level (2-tailed).

Correlation:

A correlation test is run to measure or calculate the strength of a relationship between the relative movements of two variables. A number less than -1.0 or greater than 1.0 is considered to be an error in measurement of correlation. The correlation for training practices and employee participation is 0.372. p-value for this correlation is 0.000 and it is not technically zero as SPSS does not give value to more than 3 decimal places. As $p < 0.05$, so reject the null hypothesis of no relationship and conclude that the relationship is statistically significant. Table 4.4 shows that employee participation has a positive impact on employee performance giving the value of 0.278, which is significant. Similarly, employee promotion also shows positive impact on employee performance that is 0.258, indicating the significance of correlation.

Table 4.5 (a): Regression Weights
Source: Author

		Estimate	S.E.	C.R.	P	L a b e l
Job_Engagement <---	Training_Practices	.507	.019	26.234	**	*
Job_Engagement <---	Employee_Participation	.090	.027	3.389	**	*
Job_Engagement <---	Employee_Promotion	.303	.029	10.505	**	*
Employee_Performance <---	Job_Engagement	.245	.028	8.619	**	*

In the above given table 4.5 (a), it has been measured that the probability of getting a critical ratio as large as 26.234 in absolute value is less than 0.001. It can be seen that the regression weight for training practices in the prediction of job engagement is significantly different from zero at the 0.001 level (two-tailed). Similarly, the probability of getting a critical ratio as large as 3.389 in absolute value is less than 0.001. Likewise, the regression weight for employee participation in the prediction of job engagement is significantly different from zero at the 0.001 level (two-

tailed). These statements are approximately correct for large samples under suitable assumptions. Hence, it is proved that in regression weights, the drawn results are significant.

Table 4.5 (b): Standardize Regression Weights
Source: Author

			Estimate
Job_Engagement	<-- -	Training_Practices	.610
Job_Engagement	<-- -	Employee_Participation	.106
Job_Engagement	<-- -	Employee_Promotion	.340
Employee_Performance	<-- -	Job_Engagement	.360

Table 4.5 (b) shows that when training practices goes up by 1 standard deviation, job engagement goes up by 0.61 standard deviations. When employee participation goes up by 1 standard deviation, job engagement goes up by 0.106 standard deviations. When employee promotion goes up by 1 standard deviation, job engagement goes up by 0.34 standard deviations which ultimately shows that the results are significant.

Table 4.5 (c): Squared Multiple Correlation
Source: Author

	Estimate
Job_Engagement	.784
Employee_Performance	.130

It is estimated in table 4.5 (c) that the predictors of job engagement explain 78.4 percent of its variance. In other words, the error variance of job engagement is approximately 21.6 percent of the variance of job engagement itself. It is estimated that the predictors of employee performance explain 13 percent of its variance. The error variance of employee performance is approximately 87 percent of the variance of employee performance itself.

Table 4.5 (d): Covariance Estimate
Source: Author

			Estimate	S.E.	C.R.	P	L a b e l
Training_Practices	<-->	Employee_Participation	.175	.023	7.787	***	
Employee_Participation	<-->	Employee_Promotion	.328	.025	13.340	***	
Training_Practices	<-->	Employee_Promotion	.199	.022	9.022	***	

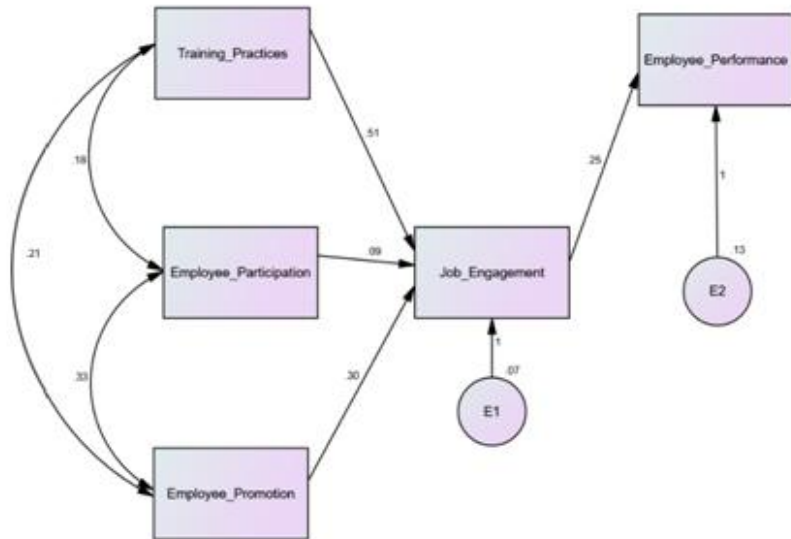
In the table 4.5 (d), the probability of getting a critical ratio as large as 7.787 in absolute value is less than 0.001 which shows that the covariance between training practices and employee participation is significantly different from zero at the 0.001 level (two-tailed). Similarly, the probability of getting a critical ratio as large as 13.34 in absolute value is less than 0.001 which depicts that the covariance between employee participation and employee promotion is significantly different from zero at the 0.001 level (two-tailed). Hence, it is proved that results of covariance estimates are significant.

Table 4.5 (e): Variances Estimates
Source: Author

	Estimate	S.E.	C.R.	P	Label
Training_Practices	.482	.031	15.796	***	
Employee_Participation	.461	.029	15.796	***	
Employee_Promotion	.420	.027	15.796	***	
E1	.072	.005	15.796	***	
E2	.134	.009	15.796	***	

The probability of getting a critical ratio as large as 15.796 in absolute value is less than 0.001. It shows that the variance estimate for training practices is significantly different from zero at the 0.001 level (two-tailed). Likewise, for the other variables. they have absolute values less than 0.001 illustrating the positive and significant influence.

SEM Model Path diagram:



Result:

Minimum was achieved.

Chi-square= 4.245

Degree of freedom= 3

Probability level= 0.0236

The appropriate distributional assumptions are met and the specified model is correct, then the value 0.0236 is the approximate probability of getting a chi-square statistic as large as the chi-square statistic obtained from the current set of data. For example, if 0.0236 is .05 or less, the departure of the data from the model is significant at the .05 level and hence, it shows that p value is significant for this chi-square.

5. Discussion

The study emphasized on reviewing the impact of high-performance work system on employee performance. In the reliability test for the conducted study, it has been proven that the variables studied in this research are strongly related and appropriate. The male respondents were more abundant than the females which impart a true depiction of Pakistan's work culture. The demographics of the study are relevant and significant. The results drawn elucidated that training practices, employee participation and

employee promotion enhance the employee's performance which is effective in gaining the job engagement of employees. HPWS has been bringing into focus the support development in the employees by enriching expertise, inspire them to take part in decision-making and strengthening job hence, this will improve their job engagement and increase public institutional performance. The literature presented in this paper sheds light to the varying aspect of managerial role that management should play its part in considering the employees needs and requirements of updating the work systems that would help them in efficient. Job engagement comes with the commitment that happens through system efficacy and correct job employment. Many respondents have varied responses according to their personal experiences and job requirements which propels management to recognize the needs of employees. As per study findings, employees who are given better high-performance work system displayed high job engagement as well as high employee performances irrespective of gender and other diversity.

6. Conclusion

The aim of the study was to identify the significance of the variables mentioned in this research i.e., high-performance work system, job engagement and employee performance. The study has provided the insights of HPWS influencing job engagement which affects employee performance significantly. In view of the remit of the study, aspects relating to HPWS posing positive effect on the employee performance dominate in the current account of findings. This is the least researched area in context of this subject matter. The research is of valuable importance for Pakistan and other South Asian countries, due to cultural similarity of the regions. In addition to this, the managers will also utilize the data to motivate their employees through applying such work systems to increase the efficiency of employees as well as the organization's performance. Managers will also gain knowledge of how to engage employees and motivate them to be more loyal to the organization. Most importantly, this research would also help public sector organizations to work with a similar pace of the private sector of Pakistan.

7. Limitations & Future Implications

There are certain limitations that impeded the conduct of our research from going on smoothly. Firstly, due to COVID-19 pandemic, monetary and time constraints, a cross-sectional research was carried out thus, it was not possible to study behavior and attitudes over a longer period of time. Secondly, not being an employee within the public organization served as a

hindrance in collection of data. Thirdly, due to lack of time, response bias that might have influenced the results could not be tested. Lastly, the sample size was small. The research results based on responses from 500 public sector employees, may not be able to represent the whole population. Such limitations can be catered in the future, to make the findings of the study more applicable, accurate, expandable and valid in nature. These factors can be taken into consideration in the next phase of the research and more extensive research can be done in order to get a comprehensive understanding of the problem statement.

The results drawn from the study also embody a range of subtopics to be discussed in future research such as work environment and work incentives, as they are major contributors in identifying employee performance along with the high-performance work systems. Researchers could use this data to modify variables for further studies. There are employees who work in a politically pressurized environment and face hindrance in growth and development however, this factor cannot be ignored and hence, serve as a future implication for researchers. An amalgamation of qualitative and quantitative data collection methods on a large sample size might also permit for improved data collection and valid conclusions in the future. A longitudinal study can be conducted that might identify significance of problem statement over a longer period of time.

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