

High Performance Work System (HPWS) in the IT Sector of Pakistan: An Application of Ability-Motivation-Opportunity Model

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ABSTRACT

Based on the ability-motivation-opportunity (AMO) model, the study has examined the relationship between High performance work system (HPWS) and job performance with the parallel mediation of job satisfaction, employee well-being, and job commitment. The study also examined the moderating role of organizational support and salary/wages in the IT firms of Pakistan. A sample of 408 valid responses have been collected using survey method from the IT firms of Karachi based on a five-point Likert scale instrument and PLS-SEM has been employed for data analysis using Smart PLS v3 software. High performance work system (HPWS) has a significant effect on job satisfaction, employee well-being and job commitment, whereas job satisfaction and employee well-being have a significant effect on job performance. Moreover, HPWS has a significant effect on job performance with the mediation of job satisfaction and employee well-being individually. Lastly, organizational support moderates the effect of HPWS on job satisfaction and HPWS on job commitment. Similarly, salary/wages moderates the effect of job satisfaction and job commitment on job performance individually. Therefore, it is recommended to HR managers and top management of IT firms of Pakistan to embed HPWS-related HR policies in their firms to overall enhance their firm and employee performance. Job embeddedness and role clarity may also help to introduce HPWS policies in IT firms of Pakistan. Certainly, inward-out HR policy can eventually help IT firms to encourage their employees for their organizational excellence in the larger perspective.

Keywords: HPWS (High Performance Work System), Motivators, Information Technology (IT) Sector, Pakistan, PLS-SEM.

Introduction

Information technology is one of the world's fastest-growing knowledge-intensive sectors. IT plays a critical role in the economy in terms of producing, collecting, and sharing information to help developed and emerging countries improve their competitiveness (Thapliyal & Kumari, 2019). Furthermore, many studies, beginning with the classic literature on strategic HR and HPWPs, recognize a link between HR practices and organizational success as measured by behavioral outcomes (Nadeem & Rahat, 2021). Two

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often mentioned proximal connections or mediating variables via which HR practices affect organizational performance are “job satisfaction” and “job commitment”. In a few investigations, these mediators were also evaluated (Kundu & Gahlawat, 2018). These traditional linkages are also incorporated in the model in an attempt to build a comprehensive model and add to the literature that opens the black box connecting HR practices and performance (Nadeem & Rahat, 2021).

Moreover, Helmi and Abunar (2021) discovered that salary was a significant determinant in employee morale and job satisfaction. This is because the salary increase was an incentive, and people in the same industry are satisfied with attractive compensation packages (Helmi & Abunar, 2021). Employees learn how to succeed in a company through being rewarded and meeting performance goals. They put in more effort on the work when their salary rises. They would take the initiative to perform effectively in every assignment if they are paid adequately (Mohd Jidi et al., 2020). Employees, on the other hand, are less satisfied when their compensation or incentive is predetermined and not depending on their performance (Mohd Jidi et al., 2020). When employees are paid a set wage, they are less satisfied and more likely to leave, but when they are given high salaries and on time, they are more satisfied and less likely to leave (Pan et al., 2021).

According to a number of studies, the IT sector is extremely sensitive to changes in the social and economic environment across the world. The labor market, particularly the shortage of IT experts, is one of the most important external variables influencing the results of IT firms. In these circumstances, IT firms' strategic objective is to develop HPWS that will allow for effective staff recruitment, usage, and retention (Zavyalova et al., 2020). Because of the globalization and digitalization of economies, businesses now confront the huge task of competing in more volatile settings and coping with global crises. Consequently, firms, particularly SMEs, which are the bedrock of the corporate fabric and key generators of employment and wealth, face an ever-increasing demand for competitive and better-prepared workforces in a global world, and must start embracing workplace well-being theories (Rubio-Andrés et al., 2021). This fact has ignited many debates in recent years about how human resources practices must be used in organizations to achieve prosperity and welfare, and thus to safeguard the retention of skilled workers in small and medium-sized enterprises and, in turn, to make them more efficient and financially productive (Rubio-Andrés et al., 2021).

Furthermore, it is no assurance of increased financial performance to apply particular human resource strategies, regardless of whether they are innovative (Nadeem & Rahat, 2021). In addition, there is also a different perspective that HPWS increase corporate performance through increased stress and employee exploitation (Oppenauer & Van De Voorde, 2018), thereby underlining the negative signals that these practices may convey. Ill-treatment, perceived lack of control or lack of management trust, for instance, might have a detrimental influence on the workforce of HPWS (Nadeem & Rahat, 2021).

Moreover, as per our knowledge there has not been any study that has conducted the research based on the variables that are taken in this report. The mediating role of employee well-being and organizational support (OS) has been studied by a number of researches (Rasool et al., 2021), similarly, the mediating role of well-being has also been researched in context of job satisfaction and job commitment (Abdullah et al., 2021), but no research is available over the moderating role of OS and salary/wage in the context of IT firms. Further, HPWS has received so much attention in the research studies in the past 2 decades (Nadeem & Rahat, 2021), but little or no heed is given to the impact of HPWS on job performance, with the mediating role of job-satisfaction, employee well-being and job commitment. Thus, considering the above discussed gaps and difficulties in management practices, this research aims to investigate the impact of HPWS on job performance, with the mediating role of job-satisfaction, employee well-being and job commitment and the moderating role of salary/wage and OS.

The current review seeks to gain better independently and jointly a comprehension of these relationships that may prove helpful for gaining an understanding into the impact of IT firms' commitment to these variables so that companies can create a good reputation and create enhanced job performance and EWB in order to improve their performance strategically through HPWS. The research also contributed to the

moderating roles of organizational support and salary/wage, which highlight the importance of the environment in which HPWPs are implemented; additionally, the study contributed to the empirical studies that have endorsed the mediation of employee outcomes in the HR–performance relationship. The present study results help to include the elements that directly impact the job performance. This research contributes much to the theory and efficient management from a theoretical standpoint. The main contribution of existing research is to management practices in a developing country, Pakistan, on the scope of IT firms. The research also reveals how the set of these management practices can be adopted to improve the overall firm/employee performance. The proposed broadened theoretical model is a significant contribution to the field. Academics and practitioners will benefit from the literature reviews provided in this study because they will have a better knowledge of how the model works and will be able to evaluate the data more extensively by looking at prior studies. Similarly, the findings of this study may also assist policymakers, practitioners and managers in understanding how to improve job performance, through HPWS in the IT firms of Pakistan. In addition, in the setting of advanced nations most of the above study was carried out. Therefore, this study has sought to address the above-mentioned gaps by examining the factors which can improve job performance with the moderating role of organizational support and salary/wage in a Pakistani setting.

The introduction is included in the 1st section of the research. The literature review comprised in the 2nd section, wherein 3rd section deals with the methodology and 4th section provides with the results and findings of the study. 5th section comprised of discussions on the results/findings and lastly, 6th section of the paper provides implications and future research directions.

Literature Review

Theoretical Background

Ability-Motivation-Opportunity (AMO)

The AMO model (Appelbaum et al., 2000; Purcell & Hutchinson, 2007) began as an attempt to better explain how HRM methods elicit desired effects by elaborating on expectation theory and extending the behavioral approach (Shaw, 1992). The direct influence of HRM methods on employees' skills, motivation, and chances, according to this concept, facilitates the relationship between HRM practices and employee-level and firm-level outcomes (Edgar et al., 2020). Furthermore, the AMO model adds value by stressing the need of thinking above vertical fitting. The resulting systems view suggests that, instead of single HRM practices, it is the ideal combination of various HRM practices that may ensure the improvement of all 3 factors of the AMO model and, as a consequence, valuable worker or workforce productivity (Li et al., 2020). Similarly, the link involving HR policy and human behavior has primarily been studied to use the AMO (ability-motivation-opportunity) model, which believes that employees' conduct is determined by 3 factors: ability, motivation, and opportunity (Appelbaum et al., 2000): Possession of the necessary talents, motivation to complete the work, and the opportunity for persons to participate. Such participation might be assisted by architectural or work design factors, and also communication efforts, therefore incorporating the workplace into the concept of opportunities (Escribá-Carda et al., 2020).

Social Exchange Theory (SET)

Another theoretical model which has been utilized to forecast the influence of HPWS on employee behavior seems to be the social exchange theory. Employees who perceive their workplace structure to be helpful, as per this viewpoint, will feel compelled to respond with behaviors that help the business, which was first proposed by Blau (1964). As according SET, leaders establish interchange relationships with subordinates by giving benefits that the subordinates return by participating in reciprocal actions (Lorinkova & Perry, 2017). As per the SET's reciprocity rules, workers may be even more willing to share the experience with their coworkers if they receive a great deal of information through respective supervisors. Likewise, according with social exchange hypothesis, HPWS enhances workers' skills, decision-making engagement, and incentives to undertake impulsive or voluntary attempts (Appelbaum et al., 2000). HPWS contributes

to the establishment of a strong exchange link among employees and companies, allowing a person to serve as successful organizational managers (Leana III & Van Buren, 1999). Moreover, employee wellbeing has a large and beneficial influence on organizational commitment. Employees that have received favorable treatment from the organization will offer positive feedback (AlKahtani et al., 2021). According to this notion, when somebody is satisfied in an organization, they would reciprocate and increase the performance. Job satisfaction has a favorable and considerable impact on employee performance, both concurrently and partly (Wiradana & Dewi, 2021).

Hypotheses Development

HPWS and Job Satisfaction

Firms cannot compete in the market unless they implement procedures that are difficult to duplicate and inspire employees to contribute value to the firm's production process. One of the HR systems that is useful to both the company and the personnel is the High-Performance Work System (HPWS) (Dorta-Afonso et al., 2021). Job satisfaction is defined as "a happy or positive emotional state coming from a positive evaluation of one's employment or job experience". Job satisfaction may be defined in terms of the agreeability of a job, as well as good feelings and preferences for the work itself (Haider et al., 2020). Furthermore, employee work satisfaction is heavily influenced by HRM practices. Employees are satisfied when their employer allows them to participate in decision-making processes, provides training to improve their knowledge and skills, and maintains good communication between hierarchies (Garmendia et al., 2019). This led to the development of a relationship of HPWS with JS and hence we proposed that:

H1. HPWS has a significant effect on JS.

HPWS and Employee Well-Being

Human resource management strategies may enhance employees' well-being at work and, as a result, help them perform better (Qi et al., 2021). As employee well-being is a wide notion by definition. leadership, empowerment, autonomy, resilience, stress, and burnout are just a few examples of variables that might contribute to happiness and wellbeing (Beltrán-Martín et al., 2019). Additionally, employees may acquire and keep work-related resources through a high-performance work system, according to the researchers, and are thus more likely to feel higher levels of well-being, job satisfaction, and performance (Yang et al., 2019). Therefore, we propose the hypothesis that:

H2. HPWS has a significant effect on EWB.

HPWS and Job Commitment

In general, there are three components to commitment to an organization. Affective commitment, continuous commitment, and normative commitment are the three components. Job commitment, on the other hand, will encompass the entire idea of commitment, with no difference made between commitment components (Dorta-Afonso et al., 2021). According to the studies, HPWS was positively associated to job commitment in both emotional and normative aspects (Andersén & Andersén, 2019; Rahmatullah & Siddiqui, 2019). Nonetheless, Long (2020) also discovered that an HPWS's impression was favorably connected to job commitment. Furthermore, employees demonstrate good behavior toward the company in the form of commitment in response to the HPWS, according to Hu et al. (2019). Hence, we proposed the following hypothesis:

H3. HPWS has a significant effect on JC.

Job Satisfaction and Job Performance

By definition, job performance is a concept that includes actions that are under the control of employees and contribute to corporate goals (Loan, 2020). Also, performance, according to Davidescu et al. (2020) is a collection of actions rather than the variables that determine these behaviors or their results. Furthermore, job satisfaction and discontent, as suggested, should be viewed as consequences of actions. The degree to

which performance involves or leads to the accomplishment of the individual's essential job values is regarded as a consequence of performance's influence on satisfaction (Chandrasekara, 2019). Like, work is a significant component of employed people's lives, and they spend the majority of their time doing it. As a result, their sentiments about their jobs, or their job satisfaction, impact many elements of work performance, including effectiveness, output, absenteeism, high turnover, and the intention to leave (Hassan et al., 2020). Therefore, we stated:

H4. JS has a significant effect on JP.

Employee Well-Being and Job Performance

As per the definition employee happiness, enjoyment, and personal progress are all linked to employee well-being. As a result, when employees' well-being improves, so does their emotional commitment, which leads to improved job performance (Bakker & Demerouti, 2018). According to Yan et al. (2020), both hedonic and eudemonia well-being have a direct and indirect impact on employee work performance. Also, Ho and Kuvaas (2020) has shown that happy workers are more productive than dissatisfied or less happy individuals. Furthermore, employee well-being has gotten some attention in management studies, claiming that happier and healthier workers work more, perform better, and produce more (Kurnia & Widigdo, 2021). Therefore, we propose a hypothesis stating the following:

H5. EWB has a significant effect on JP.

Job Commitment and Job Performance

Organizations are seeking a system that may satisfy their workers in order to increase employee retention, job commitment, and contribute to the firm's overall goal of job performance. Nevertheless, the proportional strength of an individual's connection with and engagement in a particular organization is referred to as commitment (Vuong et al., 2020). Additionally, job commitment is defined as the degree to which an individual identifies with and participates in a profession. It's also known as the degree to which a person's self-esteem is affected by his or her job performance (Setiawati & Ariani, 2020). Workers that are committed to their employer are more likely to perform at a better level. Individuals who are highly dedicated can assist a business achieve far more each year than employees who are ordinary or lowly committed (Ramli & Novariani, 2020) and hence, the following hypothesis is proposed:

H6. JC has a significant effect on JP.

Mediating role of Job Satisfaction between HPWS and Job Performance

HPWS creates the architecture for workers to engage in decision-making, be more motivated, gain more knowledge and skills, and be better able to execute their tasks, all of which contribute to the firm's success (Dorta-Afonso et al., 2021). Employee turnover, worker productivity, firm performance productivity, and firm financial performance are all affected (Garmendia et al., 2019). Also, Employees are satisfied when their employer allows them to participate in decision-making processes, provides training to improve their knowledge and skills, and maintains good communication between hierarchies (Haider et al., 2020). Previous research has found a favorable link between performance and HPWS (Imran & Atiya, 2020). However, the link is not as straightforward as it appears (Imran & Atiya, 2020). There are several mechanisms that translate the influence of HPWS on performance results. Job satisfaction has been proven in existing literature to have a significant impact on job performance, even if its drivers vary by job (Torlak & Kuzey, 2019). Job satisfaction is a reliable predictor of job performance and satisfaction (Perry et al., 2018). When using longitudinal data, this relationship is also visible (Shazadi et al., 2017). Hence, we propose:

H7: JS mediates the relationship between HPWS and JP.

Mediating role of Employee Well-Being between HPWS and Job Performance

HPWS are also considered to encourage employees to adopt desirable habits by offering immediate incentives and rewards for good performance (Qi et al., 2021). When people are able to obtain and keep the resources they need to succeed, they are better able to adapt to their jobs and environments, and they have a higher feeling of well-being (Yang et al., 2019). Furthermore, because HPWS allows employees to get and keep work-related resources, they are more likely to report a greater level of pleasure, job satisfaction, and performance (Qi et al., 2021). Moreover, employees are the sole resource that may distinguish one firm from another nowadays (Imran & Atiya, 2020). Companies get a competitive edge over other organizations if they are able to create particular talents and enhance the job performance in their workers that are difficult to replicate (Fenech et al., 2019). Hence, we propose:

H8: EWB mediates the relationship between HPWS and job performance.

Mediating role of Job Commitment between HPWS and Job Performance

HPWS is a collection of non-financial performance methods and techniques aimed at inspiring individuals to internalize corporate goals in order to improve individual and organizational performance (Rahiman & Kodikal, 2017). Because of their engagement in organizational decision-making, increased responsibilities, and job autonomy, workers in HPWS-enabled companies have a greater degree of job commitment and job satisfaction (Abbasi et al., 2019). Many studies focus on the individual and his or her position in the organization using the concept of high performance working systems (Li et al., 2019). Employees should be given a high level of organizational responsibility and should be actively involved in the decision-making process, according to proponents of the high participation hypothesis (Saha, 2020). The term HPWS is used by a distinct school of thinking to emphasize job performance. In HPWS settings, there was a substantial link between job performance and job commitment in one of the studies (Rahiman & Kodikal, 2017). Employee perception of HPWS as a single bundle had a clear link with employee job commitment and behavioral commitment, indicating that high commitment HR practices enhanced employee commitment and hence organizational success (Zeb et al., 2021). Hence, we propose:

H9: JC mediates the relationship between HPWS and JP.

Moderation Role of Organizational Support

According to Vatankhah et al. (2017). Organizational support acts as a moderator between high performance work system and job satisfaction which helps in anticipating employees behavioral outcome. Moreover, with ongoing highly demanding work culture it is extremely important to build OS in order to reduce stress so that employees could navigate their work life efficiently and produce effective performance, thus it will increase job satisfaction; this justifies that the relationship between HPWS and JS is moderated by OS (Simanjuntak, 2021). Furthermore, as per Chen et al. (2020) institutions with effective OS such as flexible shifts, productive learning, teamwork and problem solving units are likely to induce such performances from the employees that are error free and these performances create job satisfaction within the workers. Lastly, OS plays a significant role in establishing competitive and successful work systems, such as system including dynamic environment where employees could thrive and can be pro-active and this lead to JS within them (Imran et al., 2020).

H10: OS moderates the relationship between HPWS and JS.

According to Ogbonnaya et al. (2018) Institutions where employers concentrate on building organizations with supportive units that induce working environment where teamwork, training are inculcated in employees learning are highly likely to establish HPWS therefore, it exhibits employee well-being. Work system containing teamwork, social interactions, and collective idea generation improves EW through a process of OS. Additionally, as per Tang et al. (2017) EW can only be increased by HPWS, through implementing HPWS organizations inspire more well-being within employees as their performances are enhanced through OS. In addition to this, HPWS requires higher OS so that EW can be established at high

level. Employee's quality of life and psychological status is important in order to ensure their well-being in order to maintain it OS works on their emotional support and work system and by leveling up organizations work system EW can be executed (Akhtar et al., 2017). Likewise, HPWS which has more productive environment due to efficient OS results in EW, since they work under efficient work system they induce more productive performance which in return induce psychological well-being within themselves (Kloutsiniotis & Mihail, 2020).

H11: OS moderates the relationship between HPWS and EW.

As per Akbar et al. (2018) OS that contains that kind of system in which employees are given training of such kind of behaviors and attitudes that helps them in better implementation of change initiative has more potential of rendering job commitment among their employees. Furthermore, OS that contains work systems which has working relationships, acquired skills, and beneficial experiences makes the employee committed to their job since, leaving such kind of working environment becomes costly for employee. Similarly Frago et al. (2019), defines that JC is fundamentally a connection between employee and the organization. It is the acceptance of the organization's objective and values; therefore, OS induced the JC within employees with sufficient HPWS that will make them to make a considerable effort on behalf of organization and induce a desire to remain part of the organization. Similarly, according to Wongleedee (2020) Organizations that effectively support their HPWS that constitute of enhancing skills, motivation, empowerment of performance and performance appraisal attributes to high JC. By working on HPWS organizations makes their employee feel secured, motivated and empowered leads to their strong commitment with the employer and organization. Xiu et al. (2019) Defines that employees attributes to their employer on the basis of treatment they receive. Those organization who focuses on manifesting such work system that focus on developing perception among their employees with regard to their contributions and performances are more likely to have employees that are committed to their organization.

H12: OS moderates the relationship between HPWS and JC.

Moderating Role of Salary/Wage

According to Arian et al. (2018) employees with low wage usually suffer from low job satisfaction. Most of them believe that the pay for their work is not commensurate with their qualification and work experience, also they perceive that the wage package is not comparable with other organizations so in result their satisfaction and performance level are considerably low. With regard to the job classification plan fairly standardized wages are significantly important factor in ensuring JS and JP. In addition to this, Idiegbeyan-Ose et al. (2019) finds out that salary wage is a motivational factor that results in producing better performances from employees as they become satisfied from their job. Briefly, high SW, regular incentives, bonuses thrive the employee to work hard; since they perform efficiently in order to execute handsome SW it leads to their JS simultaneously. Furthermore, according to Macutay (2020) JS and JP are correlated with each other. Employees remarkable JP is highly dependent on their satisfaction level, with salary being the variable that moderates the employee's satisfaction level with their income, benefits and bonuses policies significantly benefits the organization. According to Mahmood et al. (2019) JS is a pleasurable emotional state felt in appraising one's job experiences. In order to secure high work-performance among employees it is crucial to maintain satisfied workforce; therefore, competent salary package plays a vital role in establishing JS among employees leads to efficient JP.

H13: SW moderates the relationship between JS and JP.

According to Song and Gao (2020) doing over-time work leads to work-life imbalance which can affect EW, however, high SW or wage per hour can increase the EW since psychology they invest their time and health on their work according to the wage package they are willing to make. In a nutshell, employees expect SW in according to the time and hard work they are investing which leads to their good WB and JP. Furthermore, Guest (2017) defines WB may also be affected by lack of optimism about the future. The sense of progress and affording attractive life-style requires competent SW which ensures employee WB.

Moreover, employees with high level of WB have greater level of creativity and curiosity, on account of high WB creative and cognitive traits of employees also exhibits within their performances. Eminently it is found that high incentive and wages raises the well-being of worker and due to which their productivity, absenteeism and performances are influenced progressively (Patel et al., 2021). Similarly, according to Jackson and Fransman (2018) financial well-being is more significant for JS through subjective experiences of productivity. Through increasing experiences of financial WB, experiences of low levels of JS can be controlled and JP can be raised among employees.

H14: SW moderates the relationship between EW and JP.

According to Hung et al. (2018) employers attitude and practices towards employee plays an important role in employee JC and JP. Employees are willing to work with that organization which offers competitive wage packages. Combining personal goals of employees such as handsome SW, flexible timings, competitive environment with organizational goals raises the loyalty of employees towards organization. Likewise, as per Slatten et al. (2021) the ability of much organization to attract and retain employees is a function of how much they pay, when they pay and how they pay. The mainstay and source of sustenance of workers are their salaries and wages. The payments act as motivational factors for leveling-up their performances. The SW determines the degree of satisfaction employees derive from the job and the extent of their performances. Additionally, defines the fact that SW tends to put a new life in the individuals and activate their knowledge, skills and level of commitment to the organizational goals since it acts as a motivating factor. Likewise, money helps to stimulate job efforts and performance.

H15: SW moderates the relationship between JC and JP.

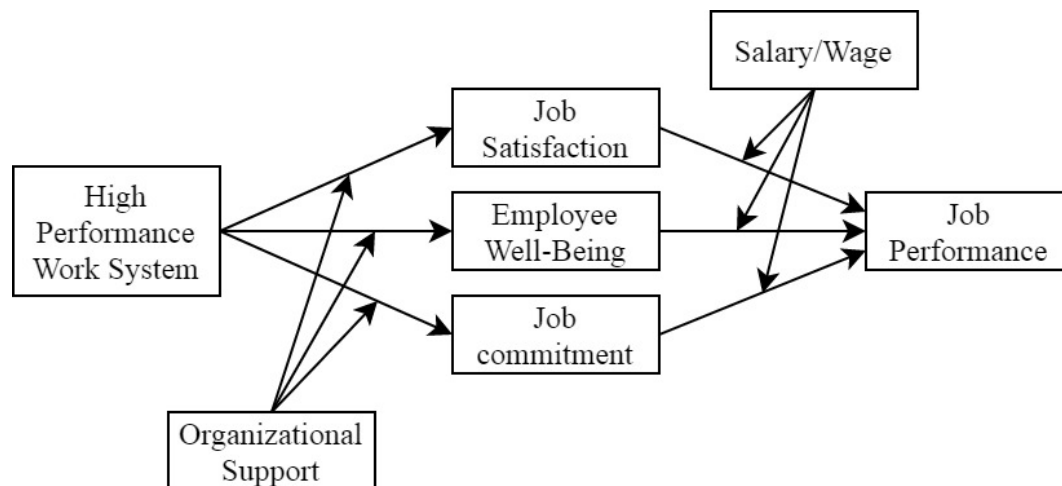


Figure 1: *Research Framework*

Methodology

Research Design

The quantitative choice has been applied in this research as this research is based on a conceptual framework and it helped in gathering the quantifiable or numeric data. This choice has helped the research in generalizing the results to a limited extent (Creswell, 2002). Also, deductive approach has been used as it helped in conducting the hypotheses development regarding the research variables. The researcher is able to conduct reasoning regarding these relationships and eventually reached a logic-based conclusion (Sekaran & Bougie, 2010). Like, the implementation of quantitative-deductive approach has been helpful in examining the research topic based on quantitative data through hypothesis-testing. Additionally, causal design has also been applied as it helped in examining the relationships in a cause-effect manner (Kothari,

2004). This design is relatively more useful due to its ability to conducting an in-depth analysis based on natural environment without any interference from the researcher and any external factors (Blessing & Chakrabarti, 2009).

Sampling Design

The IT industry of Pakistan has been striving hard to improve its activities and processes and also the Prime Minister launched a program of Digital Pakistan on December 5, 2019. The increase in access of individuals towards technology has enhanced the economic growth of the country as it constitutes 2.5 to 4.5 percent of the GDP (Nizam et al., 2020). Also, a 14.7 percent increase has been showed in IT services trade during 2018 and more than 300 thousand IT professionals are being produced each year that shows high employment of IT professionals in this industry (Javed, 2020). Hence this research has examined the determinants of job performance of the employees of IT firms in the context of Karachi, Pakistan. Besides, the sample size calculation of this research has been conducted by using Cohen (1988) formula. Like, Cohen suggested that to gain 95 percent confidence interval the researcher has to gather at least 384 responses from the target population. Hence, the researcher has gathered 408 sample responses from the employees of IT firms in Karachi, Pakistan. Moreover, purposive sampling has been applied as it helped the researcher in choosing the people based on their specific characteristics. Like, it helped the researcher to select such people that can provide relevant and useful information regarding the research topic for generating logic-based results and conclusions (Etikan et al., 2016).

Research Instrument

In this research, there are 6 variables and a total of 29 items. High-performance work system has 6 items adapted from Rubio-Andrés et al. (2021), for instance, My organization focuses on employee participation in decision making. Organizational support has 4 items base on a seven-point Likert scale adapted from Rasool et al. (2021); Singh and Singh (2010), like The organization attaches great importance to my work goals and values. Job satisfaction has 4 items adapted from Abdullah et al. (2021), based on a five-point Likert scale, for example, All in all, I am satisfied with my job. Employee well-being has 4 items base on a seven-point scale adapted from Rasool et al. (2021), for instance, I generally feel positive toward work at my organization. Job commitment has 6 measures adapted from Abdullah et al. (2021), based on a five-point Likert scale, like I have a strong sense of belongings to my organization. Also, job performance has 5 items base on a five-point scale adapted from Ramos-Villagrasa et al. (2019), for example I managed to plan my work so that I finished it on time.

Data Analysis Technique

The PLS-SEM analysis technique has been applied as it helped the researcher in examining the direct and moderation hypotheses in a relatively more effective and significant way (Hair et al., 2011). This technique has also helped in examining the large sample size as it allows examining both small and large sample size as well (Hair et al., 2016). The researcher is also able to provide reliability and internal consistency of the instrument and variables based on the measurement model in this technique. The presence of R Square and Q Square is a unique advantage of using this technique as it provides predictability of the variables towards the dependent variable (Hair et al., 2014; Hair et al., 2012).

Ethical Considerations

The researcher has followed proper ethical considerations as suggested by Connelly (2014) consents from the respondents have been taken and their participation is based on their own willingness. Also, as suggested by Jones (2000) the researcher has provided complete information regarding the research topic as it helped the respondents in giving their answers. The researcher has kept the respondents' identity anonymous and their provided data has been kept secure and used only for research purposes.

Results and Discussions

Demographic Profile

Table 1: *Demographic Profile (n = 408)*

		Frequency	Percent
Gender	Male	324	79.4
	Female	84	20.6
Age Group (Years)	25 to 34	240	58.8
	35-44	132	32.4
	45-54	12	2.9
	Above 55	24	5.9
	Undergraduate	108	26.5
Qualification	Graduate	120	29.4
	Postgraduate	180	44.1
Experience	Less than 5 years	144	35.3
	6 – 10 years	96	23.5
	11 – 15 years	84	20.6
	More than 15 years	84	20.6
	Assistant Manager	180	44.1
Designation	Manager	72	17.6
	Deputy Manager	24	5.9
	Senior Manager	132	32.4
	Less than 250 Employees	216	52.9
Firm Size	250 - 500 Employees	72	17.6
	500 - 1000 Employees	12	2.9
	More than 1000 Employees	108	26.5
	Less 25,000 (PKR)	72	17.6
Salary/Wage	25,001 - 50,000 (PKR)	48	11.8
	50,001 - 100,000 (PKR)	108	26.5
	More than 100,000 (PKR)	180	44.1

In regards to the demographics of employee the study has collected total 408 participants. Out of which 324 (79.4%) were male and 84 (20.6%) were female. Also, 240 (58.8%) were between the age bracket of 25-34, 132 (32.4%) were between the age bracket of 35-44, 12 (2.9%) were between the 45-54 and 24 (5.9%) were between the age bracket of above 55. Moreover, out of 408, 108 (26.5%) participants were under-graduate, 120 (29.4%) were graduate, 180 (44.1%) were post graduate. Furthermore, 144 (35.3%) had less than 5 year experience, 96 (23.5%) had 6 to 10 years' experience, 84 (20.6%) had 11 to 15 years' experience and 84 (20.6%) had more than 15 years' experience. Additionally, 180 (44.1%) participants were assistant managers, 72 (17.6%) were managers, 24 (5.9%) were deputy managers, 132 (32.4%) were senior managers. 216 (52.9%) participants were working in an organization having less than 250 employees, 72 (17.6%) were working in an organization having 250-500 employees, 12 (2.9%) were working in an organization having 500-1000 employees, 108 (26.5%) were working in an organization having more than 1000 employees. Lastly, 72 (17.6%) participants had less than 25,000 salary, 48 (11.8%) participants had 25,001-50,000 salary, 108 (26.5%) participants had 50,001-100,000 salary, 180 (44.1%) participants had more than 100,000 salary.

Measurement Model

The statistical technique to assess the relatedness between indicators and their theoretical constructs is known as measurement model in PLS-SEM (Hair et al., 2011) and the following table 2 shows the results and estimations of measurement model based on PLS algorithm technique. In this regards, Hair et al. (2016)

suggested that indicator reliability should be higher than 0.70 with statistically significant at 5 percent level and VIF should not exceed 5 for acceptable construct development in the structural model. Moreover, Hair et al. (2013); Hair et al. (2019) recommended that alpha coefficient and composite reliability (CR) should be higher than 0.70 and 0.80 respectively for construct reliability while average variance extracted (AVE) should be higher than 0.50 for manifesting considerable convergence between indicators and latent constructs (Hair et al., 2011).

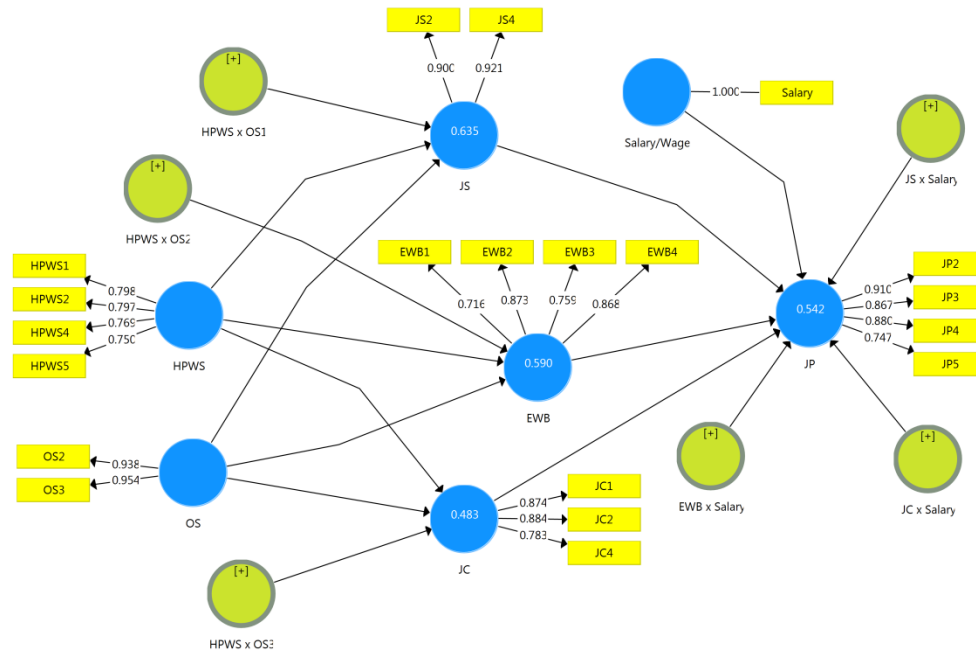


Figure 2: PLS Algorithm using Smart PLS v3

Table 2: Measurement Model

Construct	Items	λ	Prob.	VIF	Alpha	CR	AVE
Employee Well-Being	EWB1	0.716	0.000	1.418	0.819	0.881	0.651
	EWB2	0.873	0.000	2.371			
	EWB3	0.759	0.000	1.893			
	EWB4	0.868	0.000	2.444			
HPWS	HPWS1	0.798	0.000	1.682	0.785	0.860	0.607
	HPWS2	0.797	0.000	1.653			
	HPWS4	0.769	0.000	1.737			
	HPWS5	0.750	0.000	1.759			
Job Commitment	JC1	0.874	0.000	1.786	0.808	0.885	0.720
	JC2	0.884	0.000	1.962			
	JC4	0.783	0.000	1.627			
Job Performance	JP2	0.910	0.000	2.964	0.874	0.914	0.728
	JP3	0.867	0.000	2.557			
	JP4	0.880	0.000	2.592			
	JP5	0.747	0.000	1.710			
Job Satisfaction	JS2	0.900	0.000	1.770	0.795	0.907	0.829
	JS4	0.921	0.000	1.770			
Org. Support	OS2	0.938	0.000	2.672	0.883	0.945	0.895
	OS3	0.954	0.000	2.672			
Salary/Wage	Salary			Single-Item Construct			

Above table has shown that indicators have reliability higher than the recommended threshold of 0.70 with probability level below 5 percent and VIF coefficient found below than 5 manifesting that construct validity has been achieved. Moreover, least alpha and CR coefficients of 0.785 and 0.860 were found for HPWS respectively providing that all constructs have considerable internal consistency in the model while HPWS has the least AVE of 0.607 manifesting that the model has also achieved convergent validity.

Discriminant Validity

The statistical technique to assess that the constructs are unrelated from each other as they are in theory is known as discriminant validity in SEM analysis (Cheung & Wang, 2017) while two keen methods have been used in PLS-SEM for discriminant validity (1) Fornell and Larcker (1981) criterion (FLC) i.e. one of the oldest and most validated method for discriminant validity and (2) HTMT ratio i.e. prominently most recommended and accurate method for discriminant validity proposed by Henseler et al. (2015). The following table 3 provides the result of FLC for discriminant validity assessment using PLS algorithm technique.

Table 3: *FLC Method*

	EWB	HPWS	JC	JP	JS	OS	Salary
EWB	0.807						
HPWS	0.704	0.779					
JC	0.624	0.588	0.848				
JP	0.513	0.311	0.547	0.853			
JS	0.618	0.651	0.677	0.678	0.911		
OS	0.715	0.711	0.659	0.322	0.718	0.946	
Salary/Wage	0.159	0.183	0.453	0.400	0.466	0.349	1.000

Diagonally bold values (i.e. square root of AVE coefficients for latent constructs) in the above table found higher than their correlation with other constructs (i.e. horizontal and vertical non-bold values) providing that constructs have higher shared variance than other constructs in the structural model (Ab Hamid et al., 2017). Therefore, discriminant validity using FLC has been achieved.

The following table 4 provides the result of HTMT ratio for discriminant validity assessment using PLS algorithm technique.

Table 4: *HTMT Ratio*

	EWB	HPWS	JC	JP	JS	OS	Salary
EWB							
HPWS	0.874						
JC	0.760	0.733					
JP	0.592	0.371	0.633				
JS	0.750	0.811	0.824	0.802			
OS	0.831	0.852	0.753	0.367	0.847		
Salary/Wage	0.166	0.206	0.506	0.425	0.524	0.364	

Henseler et al. (2016); Henseler et al. (2015) recommended that HTMT ratio between two constructs should not be higher than 0.90 for manifesting their unrelatedness in the structural model. Herein, above table has shown that highest HTMT ratio of 0.874 has been found between HPWS and EWB exhibiting that constructs are unrelated with each other in the model based on their HTMT ratios. Therefore, discriminant validity using HTMT ratio has been achieved.

Predictive Relevance

The following table 5 provides the result of predictive power and relevance of all endogenous latent constructs in the structural model based on PLS algorithm and PLS blindfolding techniques. PLS blindfolding technique has been estimated on recommended 7-omissions (Hair et al., 2011).

Table 5: Predictive Power and Relevance

Endogenous Constructs	R ²	Adj. R ²	Q ²
Employee Well-Being	0.590	0.587	0.376
Job Commitment	0.483	0.479	0.329
Job Performance	0.542	0.534	0.376
Job Satisfaction	0.635	0.633	0.473

Above table has shown that employee well-being has moderate predictability of 59 percent (Hair et al., 2011) with a strong relevance of 37.6 percent in the model (Hair et al., 2013). Moreover, job commitment has nearly moderate predictability of 48.3 percent and moderate relevance of 32.9 percent (Hair et al., 2011, 2013). Likewise, job performance has moderate predictability of 54.2 percent and strong relevance of 37.6 percent (Hair et al., 2011, 2013). Lastly, job satisfaction has nearly strong predictability of 63.5 percent and strong relevance of 47.3 percent in the structural model (Hair et al., 2011, 2013).

Structural Model

The statistical estimation for hypothesis-testing based on the hypothesized research model using bootstrapping technique is known as path modeling analysis in PLS-SEM (Nitzl & Chin, 2017; Roemer, 2016). Moreover, path modeling analysis using PLS bootstrapping technique has also been recommended for simultaneous moderation and mediation analysis (Hair et al., 2021; Henseler & Fassott, 2010; Nitzl et al., 2016). Additionally, {Hair, 2011} recommended that VIF of inner model should not be higher than 5 while {Hair, 2013} suggested that relationships with effect size (f^2) higher than 0.02, 0.15 and 0.35 are considered weak, moderate and strong. In these regards, the following table 6 has shown the findings of hypothesis-testing using PLS bootstrapping technique at recommended 5000 subsamples, two-tailed estimations and 5 percent probability level (Hair et al., 2011).

Table 6: Hypothesis-Testing using PLS Path Analysis

Path Relationships	Beta	t-Stats	f^2	VIF	Decision
Direct-Effect					
HPWS → JS	0.419	7.678	0.214	2.244	Accepted
HPWS → EWB	0.414	10.564	0.186	2.244	Accepted
HPWS → JC	0.306	4.969	0.081	2.244	Accepted
JS → JP	0.509	9.204	0.201	2.806	Accepted
EWB → JP	0.175	3.404	0.028	2.347	Accepted
JC → JP	-0.038	0.645	0.001	2.767	Rejected
Indirect-Effect					
HPWS → JS → JP	0.213	6.206			Accepted
HPWS → EWB → JP	0.072	3.143			Accepted
HPWS → JC → JP	-0.012	0.603			Rejected
Moderation Effect					
HPWS x OS1 → JS	0.379	11.742	0.219	1.111	Accepted
HPWS x OS2 → EWB	0.051	1.479	0.004	1.111	Rejected
HPWS x OS3 → JC	0.185	4.56	0.037	1.111	Accepted
JS x Salary → JP	-0.165	2.547	0.015	3.158	Accepted
EWB x Salary → JP	0.086	1.725	0.006	2.556	Rejected
JC x Salary → JP	-0.180	2.486	0.021	3.099	Accepted

Above table has shown that HPWS has a positively significant effect on job satisfaction ($\beta = 0.419$; $p < 0.05$) having moderate effect size of 21.4 percent; employee well-being ($\beta = 0.414$; $p < 0.05$) having moderate effect size of 18.6 percent and job commitment ($\beta = 0.306$; $p < 0.05$) having weak effect size 8.1 percent. Similarly, job satisfaction ($\beta = 0.509$; $p < 0.05$) has a positively significant effect on job performance with moderate effect size of 20.1 percent and employee well-being ($\beta = 0.175$; $p < 0.05$) has a positively significant effect on job performance with weak effect size of 2.8 percent. However, job commitment ($\beta = -0.038$; $p > 0.05$) has a negatively insignificant effect on job performance.

In regards to the mediation analysis, above table has shown that HPWS has a positively significant effect on job performance with the single-mediation of job satisfaction ($\beta = 0.213$; $p < 0.05$) and employee well-being ($\beta = 0.072$; $p < 0.05$) while job commitment ($\beta = -0.012$; $p > 0.05$) has negatively insignificant mediation between HPWS and job performance.

Lastly, organizational support (OS) positively moderates the effect of HPWS on job satisfaction ($\beta = 0.379$; $p < 0.05$) with moderate effect size of 21.9 percent and job commitment ($\beta = 0.185$; $p < 0.05$) with weak effect size of 3.7 percent while OS does not moderates the effect of HPWS on employee well-being ($\beta = 0.051$; $p > 0.05$). Likewise, salary/wages negatively moderates the effect of job satisfaction ($\beta = -0.165$; $p < 0.05$) with weak effect size of 1.5 percent and job commitment ($\beta = -0.180$; $p < 0.05$) with weak effect size of 2.1 percent on job performance while salary/wages does not moderates the effect of employee well-being ($\beta = 0.086$; $p > 0.05$) on job performance.

Lastly, all hypothesized relationships have also showed that VIF coefficients are below the recommended threshold of 5 manifesting that there is no evidence of multicollinearity between predictors based on PLS path modeling estimations using PLS bootstrapping technique.

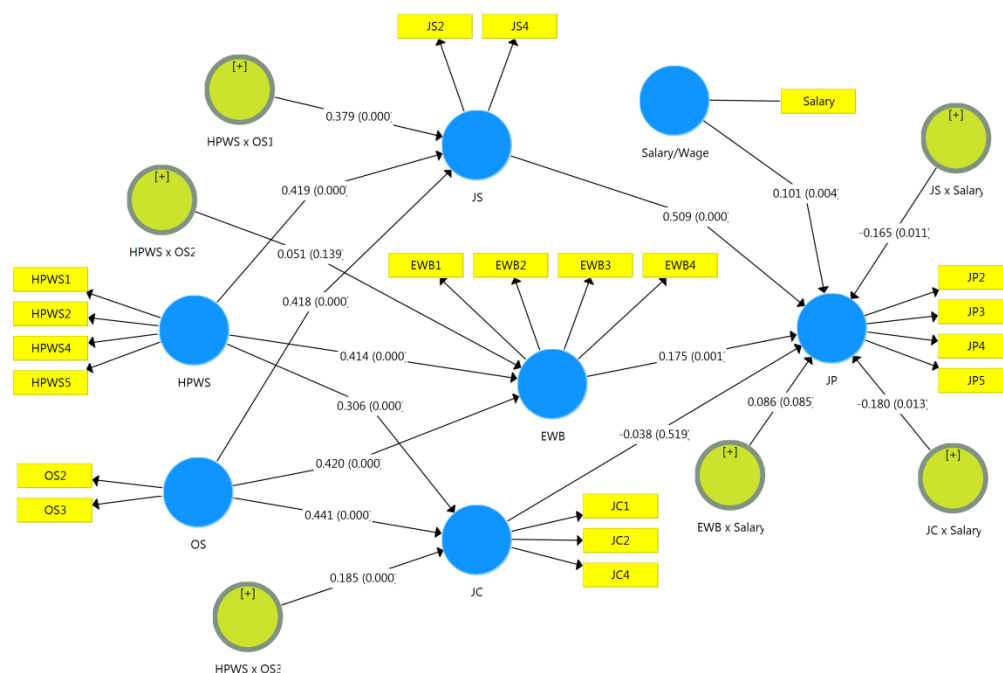


Figure 3: PLS Bootstrapping using Smart PLS v3

Discussions

High-Performance Work System (HPWS) has a significant effect on job satisfaction JS. This hypothesis has been accepted after the careful analysis of the survey results. HRM procedures have a big impact on how happy employees are at work. Employee satisfaction is increased when employers give employees a voice in decision-making, offer training to advance their knowledge and abilities, and keep open lines of communication within the hierarchy (Cizrelioğulları & Babayiğit, 2022). Therefore, JS and HPWS eventually have a direct and positive link with each other. Previous studies have also found a similar relationship among these variables (Li et al., 2019; Weller et al., 2020).

HPWS has a significant effect on employee well-being (EWB). This hypothesis has also been accepted after the vigilant analysis of the survey results. Since, employee well-being is by definition a broad concept, hence, among the factors that might influence happiness and wellness in a positive manner are management, independence, and autonomy (Qi et al., 2021). Employees are also more likely to acquire and maintain work-related resources through a high-performance work system, which increases their likelihood of experiencing greater levels of well-being, job satisfaction, and performance. Similar link have been found by other researchers (Adnan et al., 2021; Wang & Kortana, 2021).

HPWS has a significant effect on job commitment JC. This hypothesis has been accepted after the in-depth analysis of the survey results. The previous studies have also found that HPWS was positively related to job commitment in both normative and affective terms (Li et al., 2019). Similarly, Wahid (2022) also found a positive relationship between an HPWS's impression and job dedication. Additionally, staff members tend to behave well toward the business by responding to the HPWS with devotion (Tsironis, 2021).

Job satisfaction (JS) has a significant effect on job performance (JP). This hypothesis was also accepted after the thorough analysis of the survey results. As indicated, work happiness and dissatisfaction should be seen as the results of choices. The impact of performance on satisfaction is said to depend on how much it incorporates or promotes the achievement of the individual's core job ideals (Hassan et al., 2020). Similarly, individuals who have jobs spend most of their time at work and it plays a big part in their life. Their feelings about their occupations, or their level of job satisfaction, as a result, have an effect on many aspects of work performance, such as efficiency, production, absenteeism, high turnover, and the intention to quit (Huang, 2019; Loan, 2020).

Employee well-being EWB has a significant effect on job performance JP. This hypothesis has been accepted after the careful analysis of the survey results. Employees' emotional commitment increases as their general well-being grows, which boosts productivity at work. Additionally, Pipera and Fragouli (2021) have also demonstrated that contented workers are more productive than those who are unsatisfied or less content. Furthermore, research on management have focused on employee well-being, asserting that happier and healthier workers put in longer hours, perform better, and generate more (Yan et al., 2020; Zhong et al., 2020).

Job Commitment has a significant effect on Job Performance. This hypothesis has been rejected after the careful analysis of the survey results. Commitment is the degree to which a person feels a connection to and is actively involved in a certain organization (Koo et al., 2020). Employees that are dedicated to their employer may want to deliver superior work but this is not always possible due to other circumstances. People with strong levels of dedication may not always help a company accomplish more than workers with average or low levels of dedication (Qureshi et al., 2019; Tran et al., 2018). Hence, job commitment does not guarantee excellent job performance.

JS mediates the relationship between HPWS and JP. This hypothesis has been accepted after the careful analysis of the survey results. Employee satisfaction is increased when employers give employees a voice in decision-making, offer training to advance their knowledge and abilities, and keep open lines of communication within the hierarchy (Dorta-Afonso et al., 2021). Previous studies have discovered a

positive relationship between performance and HPWS, where JS plays a mediating role (Petcu et al., 2021). A number of methods translate the impact of HPWS on performance outcomes (Haider et al., 2020).

EWB mediates the relationship between HPWS and job performance. This hypothesis has been accepted after the careful analysis of the survey results. People are better equipped to adjust to their professions and circumstances and feel better about themselves when they can get and maintain the resources they need to succeed (Haar & Harris, 2021). Additionally, employees are more likely to report higher levels of enjoyment, job satisfaction, and performance thanks to HPWS since it gives them the freedom to acquire and maintain materials linked to their jobs (Teo et al., 2020). Moreover, in modern business, the one resource that may set one company apart from another is its workforce (Page et al., 2018).

JC mediates the relationship between HPWS and JP. This hypothesis has been rejected after the careful analysis of the survey results. Employees in HPWS-enabled organizations exhibit higher levels of job commitment and job satisfaction as a result of their participation in organizational decision-making, expanded responsibilities, and job autonomy (Onwubiko, 2019). Numerous studies use the idea of high performance working systems to concentrate on the person and his or her role within the business. According to proponents of the high participation hypothesis, employees should be given a high level of organizational responsibility and should actively participate in decision-making (Li et al., 2019; Tsironis, 2021).

Organizational Support moderates the relationship between HPWS and JS. This hypothesis has been accepted after the careful analysis of the survey results. It is crucial to develop OS in order to minimize stress for workers to navigate their work lives effectively and create effective performance, which will boost job satisfaction (Conteh & Yuan, 2021). This validates the fact that OS moderates the link between HPWS and JS. Additionally, workplaces with excellent OS like flexible shifts, effective learning, cooperation, and problem-solving units are more likely to encourage employees to give flawless performances, and these performances increase workers' job happiness (Chillakuri & Vanka, 2020; Ding et al., 2020).

The study has proposed that Organizational Support moderates the relationship between HPWS and Employee Wellbeing. This hypothesis has been rejected after the careful analysis of the survey results. Although the OS process, a work structure that promotes collaboration, social interaction, and collaborative idea development enhances HPWS but it doesn't mean that it will have a direct impact on EWB (Rasool et al., 2021). Businesses encourage their staff to feel better while also improving their performance but it doesn't necessitate that organizational support plays a part in this. In order to sustain employee well-being, it is crucial to assure their quality of life and psychological health but their direct mediatory relationship could not be proved (Li et al., 2019; Teo et al., 2020).

OS moderates the relationship between HPWS and JC. This hypothesis has been accepted after the careful analysis of the survey results. Employees are more devoted to their jobs when their OS includes work systems with interpersonal interactions, learned skills, and rewarding experiences since leaving such a working environment is expensive for the individual (Rasool et al., 2021). JC is basically a link between the employee and the organization. Acceptance of the organization's goals and values is necessary for the JC to be induced in workers with enough HPWS to motivate them to exert significant effort on behalf of the company and to foster a desire to stay a part of it. Similar to this, organizations that successfully support their HPWS—which consist of improving skills, motivating employees, empowering them to take charge of their own performance—have high job satisfaction rates (Irshad Qazi, 2020; Li et al., 2019).

Salary / Wage (SW) moderates the relationship between JS and JP. This hypothesis has been accepted after the careful analysis of the survey results. To ensure JS and JP in the job categorization strategy, suitably uniform pay is a crucial component. Additionally, previous research studies reveals that salary pay is a motivating element that leads to improved performance from workers as they become content with their work (Opeke et al., 2019). In a nutshell, high salary and wages, consistent incentives, and bonuses encourage employees to put in hard work; since they perform well in order to execute gorgeous SW, it leads

to their JS concurrently (Chandra et al., 2021). Employees' JP is greatly influenced by their degree of satisfaction, and income is the factor that moderates that satisfaction (Nzelum et al., 2019).

SW moderates the relationship between EWB and JP. This hypothesis has been rejected after the careful analysis of the survey results. Employees may anticipate their salary to arrive in accordance with the effort and time they put in, but it doesn't always happen like this. Additionally, WB may also be impacted by a lack of hope for the future especially in case of late and delayed salaries (Hijuzaman et al., 2022). Although SW is necessary for a feeling of growth and for providing an appealing lifestyle, but it doesn't always guarantee employee wellbeing. Furthermore, employees with high WB levels demonstrate stronger levels of innovation and curiosity in their performances due to their high WB levels of creative and cognitive qualities but the link with salary and wages couldn't be found in the current study (CIGNITAS et al., 2022; Gadhavi et al., 2021).

SW moderates the relationship between JC and JP. This hypothesis has been accepted after the careful analysis of the survey results. Combining personal and organizational goals, such as attractive SW, flexible scheduling, and a competitive atmosphere, increases employee commitment to the company (Zafar et al., 2020). Similarly, the capacity of many organizations to recruit and keep personnel depends on the amount, timing, and method of remuneration. The primary source of support and nutrition for workers is their pay (Dhanabhakym & Monish, 2019). The payouts serve as incentives for raising their performance levels. The SW influences how much work is performed and how satisfied individuals are with their jobs (Mackenzie & Kaegon, 2020).

Conclusion

The study has examined the relationship between HPWS and job performance with the parallel mediation of job satisfaction, employee well-being, and job commitment. The study has created theoretical framework based upon the ability-motivation-opportunity (AMO) model. The study also examined the moderating role of organizational support and salary/wages in the IT firms of Pakistan. A sample of 408 valid responses have been collected using survey method from the IT firms of Karachi based on a five-point Likert scale instrument.

After the careful data analysis, the study has found these results. High-Performance Work System (HPWS) has a significant effect on job satisfaction (JS), employee well-being (EWB), and job commitment (JC). In addition, Job satisfaction and employee wellbeing has a significant effect on job performance (JP), whereas, Job Commitment has an insignificant effect on Job Performance. Moreover, Job Satisfaction and EWB mediates the relationship between HPWS and JP. JC does not mediate the relationship between HPWS and JP. Organizational Support (OS) moderates the relationship between HPWS and JS, whereas, OS does not moderate the relationship between HPWS and Employee. In addition, OS moderates the relationship between HPWS and JC. Furthermore, salary / wage (SW) moderates the relationship between JS and JP. SW does not moderate the relationship between EWB and JP. Lastly, SW moderates the relationship between JC and JP.

In today's cutthroat corporate climate, High Performance Work Systems (HPWS) have grown significantly in significance as a source of competitive advantage. Capabilities in human resource management are crucial for recruiting, choosing, and keeping, inspiring, and growing a staff in a business. The high-performance work system's beneficial side effect is an increase in output and effectiveness. Employees that are content, have received proper training, and are motivated desire to do their best job for the organization. A HPWS fosters higher productivity in all of its components. The capacity of employees to voice complaints and participate in upgrading and reorganizing any outmoded routines leads to an increase in the efficiency of systems, procedures, and working methods.

Managerial Recommendations

Findings of the current study suggest that implementation of HPWS is a viable factor for the organizations to enhance job performance of the working personnel. The moderating influence of organizational support

in the HPWS and job performance relationship also suggests that implementation of a well-designed HPWS is suitable in shaping the perceptions experienced by the employees. Perceptions of the employees regarding HPWS should also be analyzed, which implies that employees must be consulted in order to identify the existing problems and dysfunctions. In addition, there should be clear identification of task significance and feedback as it can ensure successful implementation of HPWS. Additionally, it is implied that organizations should take full account of interest of employees and managers while designing the organizational strategies. In terms of contribution of the practice, findings of the current study also suggest that implementation of HPWS would not only enhance the employee well-being but also develop a better working environment which will ultimately ensure the provision of work-related resource to the employees. This in-turn would foster greater job performance and would significantly improve the satisfaction levels of employees.

Furthermore, it is suggested that the organizations should also fulfill the basic psychological needs of their employees as it would improve the intrinsic motivation of the employees eventually resulting into enhanced job satisfaction. Job satisfaction is a major contributing factor in enhancing job performance and is considered to be the most effective mean to motivate individuals to be more involved in their jobs. Job performance can be positively developed by creating a working climate that embraces job satisfaction and job commitment. In this regard, the organizations are suggested to pay equal attention to job commitment and satisfaction for the maintenance of positive self-worth of the employees. The findings also implied that better salary/wage results into positive development in the employee well-being which in turn would increase the overall productivity of the workers. In other words, high paying job provides mental satisfaction to the employees and increased motivation to effectively carry out their tasks.

Limitations and Future Research

The current study includes certain limitations and avenues for future research which are required to be indicated. Firstly, the current study followed strict criteria to determine the sample size and used a moderate sample size which resulted in limiting the contribution of this study. Even though all the hypotheses were supported indicating that it has substantial amount of implications with significant effects. Future researchers are recommended to validate the results using a larger sample size. Secondly, as the study was conducted within the context of Karachi, Pakistan the generalizability of results to other contexts remain an empirical question. Therefore, the future research should assess whether the findings could be generalized to other industries. Thirdly, in the current research HPWS was treated as an aggregation or configuration of HR practices which posed significant weakness because specific HR practices impacting the employees were not considered. In this regard, the future research should assess how individual factors and characteristics of specific HR practices impact the job performance. In addition, the current study relied upon theoretical research and empirical evidence to predict the impact of HPWS on job performance with the moderating influence of organizational support and salary/wage. However, the HPWS implementation efforts were not measured which is another potential limitation as it could significantly contribute to the in-depth evaluation of HPWS. Future research could extend the study by assessing whether implementation efforts strengthen the role of HPWS. Lastly, the current study examined the mediating role of employee well-being without consideration of any other associations. Prior studies have regarded employee well-being as an important factor to impact the job performance therefore; the future research could examine employee well-being in relevance with other factors such as relatedness, autonomy and competence to predict the individual outcomes.

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Conflict of Interest


Authors have no conflict of interest.


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