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# High Performance Work Practices and Employee's Outcomes: Organization based Self-Esteem and Perceived Organizational Support as Mediator and Positive Psychological Capital as Moderator

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## ABSTRACT

Worldwide, the environment of business organizations is becoming faster and it is too important for organizations that how to attain and preserve a competitive advantage. An organization can achieve organizational goals and objectives through optimistic behavior and superior performance of its human resources. HPWPs act to develop and increase staff efficiencies and capabilities; this study put emphasis on quantitative research to highlight the impact of HPWP on individual outcomes (IRP, TP and OCB) in a sample of (n = 412) from banking sector of Central Punjab, Pakistan by using convenience sampling technique. In this study mediation, moderation model bootstrapping analysis was also been tested, by using POS and OSE as mediator and PPC as moderator. Findings of the study showed that POS and OSE mediate the relationship between HPWP and employee's Outcomes. Conversely, PPC moderate the relationship between OSE and Employee's Outcomes IRP, TP and OCB. This study will purposeful for the management managers and practitioners of the organizations who needs to implement HPWP for the enhancement of their workforce's outcomes, also from the theoretical implications this study explains the role of POS and OSE as mediating mechanism and PPC as moderating tool in connection to HPWP and employee outcomes IRP, TP and OCB.

**Keywords:** High Performance Work Practices (HPWP), In-Role Performance (IRP), Task Performance (TP), Organizational Citizenship Behavior (OCB), Organization-based Self-Esteem (OSE), Perceived Organizational Support (POS), Positive Psychological Capital (PPC)

## 1. INTRODUCTION

With hasty international circumstances, changes from last decade the competition between the organizations for supply of products and services been changed. With technological advancement, it must be necessary for the organizations to adopt HPWP to

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enhance the performance of their employees that further resulted to accomplishment of organizational goals and objectives. Swift globalization changes the mindset of the organization and encourages those organizations that think and act globally so that they can achieve competitive advantage. Moreover, HPWP plays a vigorous part in the administration of beneficial, capable, and brilliant employees of the organizations so that they can generate and sustain the competitive advantage for the organizations (Way, 2002). HPWP is a set of HRM practices, which designed in such a way that it enhance the skills, capabilities, enthusiasm, expertise, and loyalty, which resulted to ecological economical gain for the organization (Datta, Guthrie, & Wright, 2005). Numerous experimental studies have also shown that HPWP are associated with different desired outcomes such as; better employee performance, inventiveness, and modernization (Chang, Jia, Takeuchi, & Cai, 2014; Costantini, Sartori, & Ceschi, 2017; Jiang, Takeuchi, & Lepak, 2013) sophisticated OCB (Zhang, Akhtar, Bal, Zhang, & Talat, 2018), improved organizational commitment and job satisfaction (Korff, Biemann, & Voelpel, 2017) enhancement of employee performance and OCB (Kehoe & Wright, 2013) organizational innovation and employee creativity (Zhou, Fan, & Son, 2019) and job engagement (Arefin, Alam, Islam, & Rahaman, 2019). HPWPs model provide an opportunity to the domestic institutions of developing countries to overcome the normative pressure and enhance their manpower capacity to the multinational organizational performance (Ahmad, Allen, Raziq, & ur Rehman, 2019). A process of social exchange substantiate that employees identify that HPWP gives them monetary assistances from their organizations that further they give in return by employ their-self in TP and OCB (Zhang et al., 2018; Zhang et al., 2019). In addition, in order to develop strong relationship between employer-employee, HPWP becomes more meaningful because performance of employees not only require just knowledge and skills but also require personal resources of employee that how to overcome the pressure or burden in the workplace (Buruck, Dörfel, Kugler, & Brom, 2016; Chiaburu, Chakrabarty, Wang, & Li, 2015). HRMPs enhance the competencies of the individuals that contribute to the decision-making process that resulted to enhance the organizational performance (Cuéllar-Molina, García-Cabrera, & Déniz-Déniz, 2019).

For the success of every type of organization, thinking, persuasion, and conduct of the employees are the most important factors, which plays their role in the critical situations of the organization. According to Coyle-Shapiro et al (2004), OCB deliberated as the superfluous whereabouts of employees in a group working that not legitimately demanded by the organization but as an employees' own desire that he/she voluntarily undertake as a form assistance to the organization. Studies shows that employees who supported by management accept the institution's goals, show their approaches and manners in support of their institutions, and avoid those attitude and behaviors who do harm (Avanzi, Schuh, Fraccaroli, & van Dick, 2015; Baloyi, Van Waveren, & Chan, 2014; Chen, Wang, Chen, Fosh, & Wang, 2019; Wang, 2014). The study of Yulianti (2015), highlighted OCB as extra-role attitude which is beneficial for improvement of in-role performance. OCB is necessary because the functionality incorporated in OCB expands resource consumption and diminishes the prerequisite for more formal mechanisms and does not necessitate noteworthy expenses (Claudia, 2018). Based on the above given theoretical background it can be proposed that OCB is an important factor for the accomplishment of organizational objectives.

The theory of social exchange discusses the responsibility derived from the cooperation of the parties in a state of interdependence. In this situation, POS can overcome the needs and expectations of interdependence, and helps/supports to each other "employer/employee". The influence of imperfect superficial organizational support consequences in low gratification that resulted to foundations of low amount of commitment with the organization (Claudia, 2018). Study of Shore and Wayne (1993), originates that POS turn into forecaster of OCB and positively corresponding to employee performance and OCB. Previous studies prove that workforce who supported by the institute turns their feelings with the institute into low level of imbalance and higher organizational citizenship behavior. Miao and Kim (2010), Chiang and Hsieh (2012) and Chiaburu et al. (2015) affirms that there is a positive and significant connection between POS and OCB. Organizations when show high support to their employees as result employees gives positive attitude and behavior to the organization, and on the other hand, if there is tendency of low support by the organization it tends into

negative attitude and behavior (Abas, Omar, Wati Halim, & Waheeda Muhammad Hafidz, 2015). Based on the empirical research and theoretical support mentioned above, it can be seen that a higher POS led to an increase in the OCB of the employees.

OSE determines the degree to which a person perceives himself or herself as meaningful and valuable as a member of the organization as part of the overall sense of pride that arises from the work and experience of the organization (Pierce & Gardner, 2004; Pierce, Gardner, Cummings, & Dunham, 1989). OSE recommended as a more accurate concept of self-esteem (Chung & Yang, 2017; Kim & Beehr, 2018; Pourkiani & Askaripoor, 2015; Sumanasiri, 2016; Tetteh, Osafo, Ansah-Nyarko, & Amponsah-Tawiah, 2019; Tharanga Sumanasiri, Ab Yajid, & Khatibi, 2016; Wu, Lyu, Kwan, & Zhai, 2019) and the basic premise of the OSE notion drives from the emergence of organizational psychology and thoroughly related to pride (Sumanasiri, 2016; Tharanga Sumanasiri et al., 2016). Several studies around the world have focused on the impact of OSE ‘organizational based self-esteem’ and reported that OSE can influence on organizational commitment, job satisfaction, motivation, OCB and employee performance (Ferris, Brown, & Heller, 2009; Kim & Beehr, 2018; X.-F. Pan, Qin, & Gao, 2014; Pierce & Gardner, 2004; Pourkiani & Askaripoor, 2015; Tharanga Sumanasiri et al., 2016). The construct OSE embraces a significant position in an organizational perspective and organizations can achieve higher performance by using this construct.

To overcome the gap found in literature specific to the service industry (Alatailat, Elrehail, & Emeagwali, 2019; Karadas & Karatepe, 2019) the present study examine the influence of HPWP on task performance, in –role performance and OCB. By using the viewpoint of social exchange this research will contribute theoretically in the literature of HRM and OB by using PPC as moderator through understating the importance of POS and OSE as a mediator, as suggested by (Kataria, Garg, & Rastogi, 2019) in the context of developing country.

## 2. LITERATURE REVIEW

### 2.1. High Performance Work Practices

In the new eon, high performance organizations ensure that their workforce have

necessary skills, abilities, information and capabilities which are vigorous and energetic for the modernization, creativity, development and swift reaction to the market by that workforce so that organizations gain competitive advantage. There is latent mechanism amongst HPWP and motivational and job results (Karadas & Karatepe, 2019) as HPWPs allows the supervision of organization to fascinate and hold their human assets as they as provide positive outcomes (Karatepe & Avci, 2017; Kloutsiniotis & Mihail, 2017). HPWP create a healthy and cooperative environment in the organization where employees feel that they are struggling and enthusiastic to make the most of their energies to achieve organizational goals to increase organizational efficiency (Kellner, Townsend, Wilkinson, Greenfield, & Lawrence, 2016) and to reduce absenteeism level by motivating and skill enhancing (de Reuver, Van de Voorde, & Kilroy, 2019). In this study researcher categorize the set of three practices that have the conceivable to endow to the high performance of the employees:

- **Flexible job design** refers to an easy way from which role constructions can easily change and revised (Guest, 1997, 2017). Due to flexible job design, employees of any organization feel ease and provide assistance to each other that further resulted to better performance of employees and organization as well.
- **Information Sharing** is an important dimension of HPWP that further helpful for enhancement of employee behavior and performance as well. According to Lawler (1986), information sharing comprises operational and non-operational information of the organization. Sharing information contributes to the complexity of the company's goals and values, enhancing the sense of reciprocal trust, and making people more paramount to the company (Guerrero & Barraud-Didier, 2004; Pfeffer & Veiga, 1999; Rodwell, Kienzle, & Shadur, 1998).
- **Competence based Pay**, in the field of HRM the notion of competence is a common language used to integrate practices to achieve an organization wide goals and targets, to exhaust the possibilities of efficiency of the employees that ultimately resulted to enhancement in organizational performance (Wood & Payne, 1998). It is essential for every organization to compensate their highly skilled, competent, and proficient human resources for the better output.

Competence based pay purposes to deliver a financial encouragement for personnel's growth that enhance their capabilities (Risher, 2000).

## **2.2.High Performance Work Practices and In-Role Performance and Task Performance and Organizational Citizenship Behavior**

HPWP causes enhancement of skills, abilities, and capabilities of the employees that further resulted to enhancement of performance. Glaister et al. (2018), reported that HPWP usually used in the organizations to provide opportunities to the workforce so that they can enhance their capacities and capabilities that resulted to enhancement of performance (Garg, 2019). IRP normally related to those actions and events of employees that are formally require role at workplace (Borman & Motowidlo, 1997). IRP has been define in different words as “role task or official occupational prerequisite” (Williams, 1988; Williams & Anderson, 1991), “required obligations and duties performance” (Sparrowe, Liden, Wayne, & Kraimer, 2001). Several studies have done who highlighted the positive impact of HPWP on in-role job performance. Longitudinal study conducted by Ruokolainen et al.(2018), discloses that there is strong impact of commitment on IRP and OCB of the employees founds that patterns of psychological contact has positive impact on employee in-role performance. Cohen and Liu (2011), Cho et al. (2012), conduct study in Koran Local Government and founds that there is positive impact of participative practices on in-role performance. Fischmann et al. (2018), shows the study of their result that there is direct positive connection between qualitative job insecurity and in-role performance. Study conducted by Al-Abbadi (2018), in Jordan context and founds that there is significant positive impact of HPWP on job performance, IRP and innovative job performance.

HPWP are the set of practices that have an energetic influence on usefulness of organizational and employees' activities (Alatailat et al., 2019; Combs, Liu, Hall, & Ketchen, 2006; Daspit, Madison, Barnett, & Long, 2018; Vatankhah, Javid, & Raoofi, 2017). Additionally, Kooij and Boon (2018), also define HPWP as furl of that practices which directly linked with the management of employee's ability, motivation, and participation in the workplace. Numerous studies have done who highlight the positive impact of HPWP on task performance (Akhtar, Khan, Hassan, Irfan, & Atlas, 2019;

Borman & Motowidlo, 1997; Carlisle, Bhanugopan, & D'Netto, 2019; Danish, Khan, Shahid, Raza, & Humayon, 2015; Pan, 2017) employee engagement and task performance (Ohemeng, Obuobisa Darko, & Amoako-Asiedu, 2019). Moreover, Danish et al. (2015), founds results from their study that intrinsic benefits have optimistic influence on employee task performance. HPWP enhance the skills, capabilities and abilities of the employees that further resulted to better task-performance (Carlisle et al., 2019). Additionally, Pan (2017) concluded in his study young skilled employees has negative impact of burnout on employee task-performance.

HPWP deals with different social resources like; motivation, development, empowerment etc. to the employees of an organization which resulted to expansion in their job roles and much engagement of OCB (Gong, Chang, & Cheung, 2010; Kataria et al., 2019; Vu, 2018). Therefore, when organizations provide HPWP to their employees; this would interchange to positive presentations of activities and approaches such as demonstration of happiness about the job and commitment with the organization (Kehoe & Wright, 2013; Korff et al., 2017; Messersmith, Patel, Lepak, & Gould-Williams, 2011). As the human resource, practices offered by the organizations for their employees have a beneficial effect on their performance and behavior but this is only possible when employees, perceived, understand and accept these practices (Boon & Kalshoven, 2014; Kehoe & Wright, 2013; Luu, 2019; Piening, Baluch, & Salge, 2013). According to Sun et al. (2007), who conducted cross-sectional study and result of their research reveals that there is positive association among HPWP and OCB of employees working in service-oriented organizations. On the other hand Gong et al. (2010), concluded that HPWP has the optimistic influence with OCB with intervening variable of collective affective commitment. Sarikwal and Gupta (2013), found that HPWP have strong positive link with OCB. Based on the given literature result and Blau's (1964, 1986) social exchange theory the researcher formulates the following hypothesis:

- H<sub>1a</sub>**      *"HPWP" positively related to "In-Role Performance".*
- H<sub>1b</sub>**      *"HPWP" positively related to "Task Performance".*
- H<sub>1c</sub>**      *"HPWP" positively related to "Organizational Citizenship Behavior".*

### 2.3. Perceived Organizational Support as mediator

POS is the level at which employee have faith that his/her organization is focused on engaging and caring for their well-being and fulfilling social and ethical needs (Chiang & Hsieh, 2012; Claudia, 2018; Eisenberger, Huntington, Hutchison, & Sowa, 1986; Liu, Hu, Wang, Sui, & Ma, 2013; Vatankhah et al., 2017; Wang, 2014; Zhong, Wayne, & Liden, 2016). POS discusses about the employees' assessment of the context to which their organization gives importance to their work participation, attention and to their fortune (Bowen & Ostroff, 2004; Eisenberger et al., 1986). As a result, within productive HPWP employees more likely to recognize their organizations as compassionate and are superior competent to demonstrate inventiveness and modernization (Tang, Yu, Cooke, & Chen, 2017). POS plays a vital role for the development of organizational commitment and safety behavior especially in high risk-taking organizations (S. Liu, Yang, & Mei, 2019) and reduce work-family conflict (Hong, Jeong, & Downward, 2019). Results of study Ohana (2012), reveals that POS mediates the association of distributive justice and job satisfaction, besides this, Lee, Yun and Kim (2019) demonstrated that there is indirect relationship between political skills and career success via POS. Cullen et al. (2014), stated that POS mediates the association between employees' adaptability and perceptions of change-related uncertainty; also, between employees' satisfaction and performance. According to Tang et al. (2017), who examine the mediating influence of POS between HPWP and employee creativity and concluded that HPWP enrich the POS, which further resulted to improve the employee creativity. In addition, Vatankhah et al. (2017), proves in their study that POS mediates the association between HPWP and counter-productive work behavior. Also, Liu et al. (2018), examine the mediating role of POS between workplace violence, job satisfaction; also between burnout and turnover intention; and finds that there is negative mediation impact between these variables. Based on the given result and Blau's (1964, 1986) social exchange theory; the researcher formulates the following hypothesis:

**H<sub>2a</sub>** *“POS” mediates the relationship between “HPWP” and “In-Role Performance”.*

**H<sub>2b</sub>** *“POS” mediates the relationship between “HPWP” and “Task Performance”.*

**H<sub>2c</sub>** *“POS” mediates the relationship between “HPWP” and “Organizational*



*Citizenship Behavior”.*

#### **2.4. Organization based Self-Esteem as mediator**

OSE refers to the level at which a person believes in himself or herself to be meaningful and valuable as a fellow of an organization (Aktar & Pangil, 2017; Pierce & Gardner, 2004; Pierce et al., 1989; Pourkiani & Askaripoor, 2015; Sumanasiri, 2016; Tharanga Sumanasiri et al., 2016). According to Eisenberger et al. (1986), vigorous organizational support enables employees for better understanding of latest technology, generation of ideas and assistance to and from others. So, well-built organizational support to empowers the employees for the better accomplishment of organizational goals (Hochwarter, Witt, Treadway, & Ferris, 2006; Karatepe, 2015; Sholikhah, Wang, & Li, 2019). Moreover, high POS enhance communications skills and cooperation among the employees that further resulted to enhancement in reciprocal support at workplace (Erdogan, Kraimer, & Liden, 2004; Rhoades & Eisenberger, 2002). Literature proposes that OSE plays an imperative contribution in persuading the approaches and behaviors of employees in the workplace (Bowen & Ostroff, 2004; Bowling & Eschleman, 2010; Ferris et al., 2009; Li, Wu, Li, & Zhang, 2019; X.-F. Pan et al., 2014). There is significant and optimistic correlation amongst OSE and OCB (Pourkiani & Askaripoor, 2015). Result of study organize by Abas et al. (2015), shows that OSE mediates the association of POS and counterproductive work behavior. Study of Chung and Yang (2017), reveals that there is mediation effect of OSE between the relationship of workplace ostracism and workplace behaviors. Indigenous study of Kim and Beehr (2018), shows that OSE mediates the relationship of empowering leadership and employee behaviors and well-being. In addition, Zhang et al. (2018), reveals that OSE mediates the association of HPWS, job performance and job satisfaction. Results of study by Wu et al. (2019) reveals that OSE mediate the relationship of mentoring quality and proactive behavior. Keeping in view, the above given results and based on Hobfoll's (1989, 2001) conservation of resources theory, the researcher demonstrates the following hypothesis:

**H<sub>3a</sub>** *“OSE” mediates the relationship between “HPWP” and “In-Role Performance”.*

**H<sub>3b</sub>** *“OSE” mediates the relationship between “HPWP” and “Task Performance”.*

**H<sub>3c</sub>** *“OSE” mediates the relationship between “HPWP” and “Organizational Citizenship Behavior”*

### **2.5. Positive Psychological Capital as moderator**

PPC appeared as ranging for modern divergent forms of capital, such as social capital and human capital (Millard, 2011). According to Kappagoda, et al. (2014), concept of PPC has received much attention by the organizations for promotion of employees' performance. Luthans et al. (2008; 2006), confirmed that psychological capital is contributing positively for achievement of positive results through employee development and performance. Harms and Luthans (2012), describing the support of PPC that positively promotes the behaviors of the employees and improve their working qualities, reinforce their behaviors and able them to action in the unfavorable circumstances face by them at workplace. Several previous studies point out that, there is significant impact of psychological capital on job performance (Avey, Wernsing, & Luthans, 2008; Beal III, Stavros, & Cole, 2013; Kappagoda et al., 2014; Polatçı & Akdoğan, 2014; Rego, Marques, Leal, Sousa, & Pina e Cunha, 2010; Setar, Buitendach, & Kanengoni, 2015), on employee creativity (Yu, Li, Tsai, & Wang, 2019) on firm performance (Chen et al., 2019) and on OCB (Bogler & Somech, 2019). Several previous studies demonstrates that, psychological capital moderates with respect to the association between narcissism and psychological wellbeing (Erkutlu, 2014) between perceived overqualification and job crafting (Sesen & Ertan, 2019) amongst leadership style and employee performance (Baig et al., 2019) between quantitative overload and affective well-being (Adil & Kamal, 2019). Moreover, Setar et al. (2015), resulted in their study that psychological capital did not moderated the association between job stress and incivility neither psychological capital moderate the relationship amongst job stress and job involvement. Shaheen et al. (2016), explore the moderating role of PPC between the relationship of POS and OCB, they resulted PPC moderate the relationship. In addition, Guo et al. (2018), concluded in their study that psychological capital moderates the mediated relationship between fear and defensive silence and employee creativity, in such a way that when relationship was stronger when the psychological capital was low versus high. Keeping in view, the above given results and based on the conservation of

resources theory (Hobfoll, 1989, 2001) the researcher demonstrates the following hypothesis:

**H<sub>4a</sub>** *“PPC” moderates the relationship of “HPWP” and “IRP” in the way that their direct relationship will be stronger vs. weaker at high vs. low level of “PPC”.*

**H<sub>4b</sub>** *“PPC” moderates the relationship of “HPWP” and “T.P” in the way that their direct relationship will be stronger vs. weaker at high vs. low level of “PPC”.*

**H<sub>4c</sub>** *“PPC” moderates the relationship of “HPWP” and “OCB” in the way that their direct relationship will stronger vs. weaker at high vs. low level of “PPC”*

**H<sub>5a</sub>** *“PPC” moderates the mediated relationship of “POS” and “IRP” in the way that mediated relationship will be stronger vs. weaker at high vs. low level of “PPC”.*

**H<sub>5b</sub>** *“PPC” moderates the mediated relationship of “POS” and “T.P” in the way that mediated relationship will be stronger vs. weaker at high vs. low level of “PPC”.*

**H<sub>5c</sub>** *“PPC” moderates the mediated relationship of “POS” and “OCB” in the way that mediated relationship will be stronger vs. weaker at high vs. low level of “PPC”.*

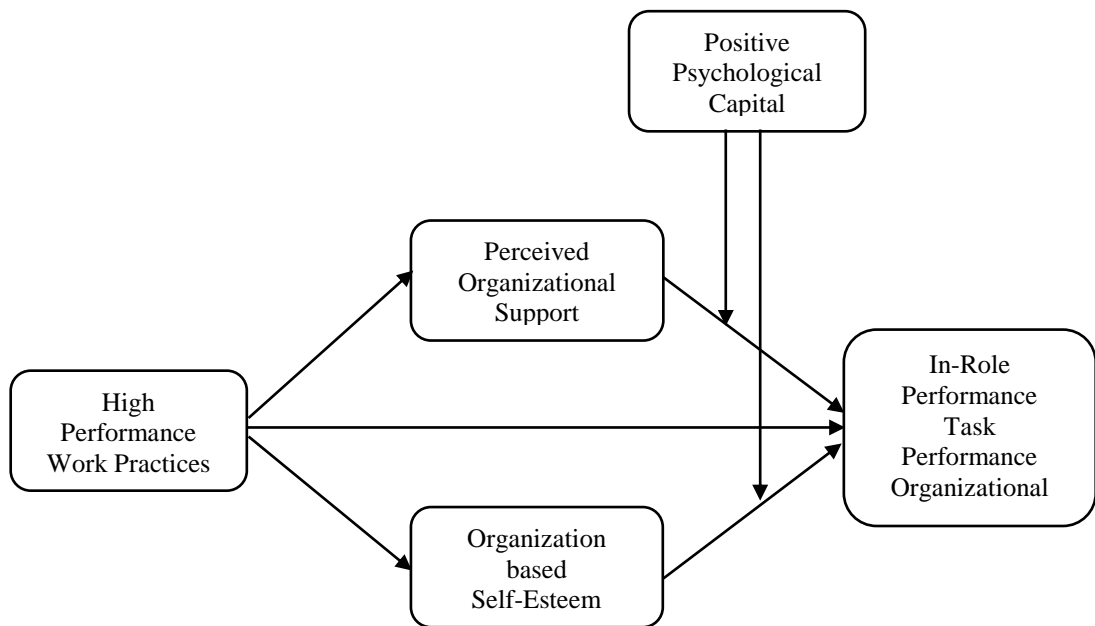
**H<sub>6a</sub>** *“PPC” moderates the mediated relationship of “OSE” and “IRP” in the way that mediated relationship will be stronger vs. weaker at high vs. low level of “PPC”.*

**H<sub>6b</sub>** *“PPC” moderates the mediated relationship of “OSE” and “T.P” in the way that mediated relationship will be stronger vs. weaker at high vs. low level of “PPC”.*

**H<sub>6c</sub>** *“PPC” moderates the mediated relationship of “OSE” and “OCB” in the way that mediated relationship will be stronger vs. weaker at high vs. low level of “PPC”.*

## **2.6. Theoretical Framework and Proposed Research Model**

HPWP are the strategic actions to improve the potential of the employees that resulted to improvement in output of the employees and organization as well. In the conceptual framework, which is given bellow POS will used as mediator between the relationship of HPWP Practices ‘flexible job design, information sharing and competence base pay’ and in-role performance, TP and OCB with moderating effect of positive psychological capital. The expected relationship will be that if the PPC moderates the relationship between the POS and in-role performance, TP and OCB it would enhance the both IRP and TP and OCB as well. Conceptual model is illustrated in **Figure 1**



**Figure 1:** Research Model

Social exchange theory is explained as “The benefits that create fuzzy future obligations, no precisely defined obligations, and the nature of the return cannot be negotiated, but should be left to the discretion” (Blau, 1964, p. 93). Social exchange process states that when employees see that the HPWP are beneficial to them, in return they engage their-self better in TP (Zhang et al., 2018). Therefore, according to this theory we investigate the relationship between independent variable ‘HPWP’ and dependent variable ‘TP and IRP’. Moreover, from the view point of social exchange theory, when employees realize about the organizational and managerial interest towards them like; HPWP and organizational support to improve their skills, abilities, competencies, motivation, knowledge; as a result employees pay back by adopting good attitude towards their job and enhance their skills and spirit for the OCB (Ahmad, Ismail, Amin, & Ramzan, 2012; Aktar & Pangil, 2017; Claudia, 2018; Gong et al., 2010; Vu, 2018; Zhang et al., 2019). In the same way, according to Colquitt et al. (2014), a long-term and socio-emotional exchange association is describes by commitment, responsibility, and reciprocal trust among employees and organizations.

Conversation of resource theory is a motivational theory that describes a greater part of human behavior based on the evolutionary need to obtain and preserve survival resources, which play a key role in human social heredities Hobfoll (1989, 2001). Therefore, according to this theory humans use their vital resources to not only react about the stress but also reserve those resources for their future needs (Xia, Wang, Song, Zhang, & Qian, 2019). COR theory, additionally give explanation about the value of personal resources by assuming that people with resources can use that resources to get new resources, this process is mainly called the amplification of spiral effect (Hobfoll, 1989, 2001). Accordant with the COR theory POS is an esteem foundation that strengthen employee self-confidence for survival of professional working demands (Lazarus, 1991). Moreover, COR theory, clarifies that how HPWP contribute to the behavior and performance; and how individuals maintain, protect, devote and build their resources for the better utilization during the work (Zhang et al., 2018; Zhang et al., 2019). In the light of COR theory, we investigate the moderating role of PPC in the relationship of HPWP and OCB.

### 3. RESEARCH METHODOLOGY

This research study was quantitative in nature by using different quantitative tools ‘correlation, regression, Hayes process for mediation and moderation’ to observe the influence of independent variable on dependent variable and to observe the relationship of mediator and moderator variable. The survey was conducted in big cities of Central-Punjab, Pakistan. A cover letter was also be attached with each questionnaire, which explain the aim of the study to the contestants, and gives them assurance that information provided by them remains confidential, mysterious and use for academic research only. SPSS 22.0 software was use for data analysis with the following data analysis: Cronbach’s alpha to assess the reliability and validity of the questionnaire, correlation to test the relationship between IV and DV, Hayes Process analysis to test mediation and moderation.

#### 3.1. Population, Sampling and Data Collection

Data will collect from public and private banks from the major cities of the

Central-Punjab, through survey research methods. In this study, convenience-sampling method was use for data collection by applying close-ended questionnaire technique. Both genders ‘male, female’ was sample of this study and to control the common method bias (Wayne, Liden, Kraimer, & Graf, 1999) the data for TP and IRP was collected from supervisor, by using supervisor-subordinate rated technique. Moreover, the data was collected from various sources and different tactics has been used to curtail the threat of common method bias (Chang, van Witteloostuijn, & Eden, 2010).

The population for this research comprised organization Management cadre ‘Branch Manager, Operations Manager and Sr. Manager’ and employees ‘Associate Relationship Manager, Branch Service Officer, Cash Officer, Customer Service Manager, Sales Officer, Cashier, Customer Service Officer, Retail Manager, Head Cashier, Teller, HR Associate, In-charge General Banking’ in banking sector of Central Punjab Region ‘Attock, Chakwal, Faisalabad, Gujranwala, Jhelum, Lahore, Rawalpindi, Sargodha, Toba Tek Singh, Gujrat and Okara’, Pakistan.

First, the participants in this study, who were the management ‘to evaluate the work of the subordinates’ and the staff, became familiar with the study before the questionnaire was distributed, and were invited to express their opinion on the questions asked in questionnaire. 650 questionnaires were sent to the employees of the bank and final sample size, excluding the incomplete questionnaires, was 412, and the final response of those who completed both surveys was 63.38 percent.

### **3.2. Research Tools**

The measurement scales of this study were developed from the previous published studies, all items of this study were measured on 5-point Likert scale from 1 ‘strongly disagree’ to 5 ‘strongly agree’. Three dimensions of HPWP job designing, information sharing and competence-based pay was use in this study.

To measure HPWP ‘High Performance Work Practices’ a scale of fourteen-items developed by Sun et al. (2007) was used in this research study, reliability statistics of this scale was 0.84. Nine-items scale developed by Lee & Allen (2002) was adopted to measure OCB ‘Organizational Citizenship Behavior’, reliability statistics of this scale was 0.84. Ten-items scale developed by Pierce et al. (1989) was adopted to measure OSE

‘Organization based Self-Esteem’, reliability statistics of this scale was 0.94. Scale of 10-items developed by Eisenberger et al. (1986) was used to measure POS ‘Perceived Organizational Support’, reliability statistics of this scale was 0.73. Scale developed by Luthans et al. (2006) comprises ten-items was used to measure PPC ‘Positive Psychological Capital’, reliability statistics of this scale was 0.94). Two dependent variables of this study was of supervisor-rated and for the measurement of TP ‘Task Performance’ seven-items scales was used developed by Koopmans et al. (2016), reliability statistics of this scale was 0.91; on the other hand scale comprises seven-items developed by Williams & Anderson (1991) was used to measure IRP ‘In-Role Performance’ reliability statistics of this scale was 0.78.

#### 4. RESULTS

Demographics disclose that mainstream of the participants were male i.e. 69.4% (286) whereas 30.6% (126) were female. 216 (52.4%) participants were from the age group of 20-30 years, 180 (43.7%) participants were from 31-40 years age group, whereas 16 (3.9%) participants were from age of 41-50. Furthermore, by educational perspective, 94 (22.8%) respondents have graduation, 262 (63.6%) was graduates, and 56 (13.6%) having M. Phil degrees. 92 (22.3%) respondents have less than 1-year experience of banking sector while 106 (25.7%) have 1-5 years’ experience, 96 (23.3%) have 6-10 years’ experience, 94 (22.8) have 11-15 years’ experience and 24 (5.8%) having 21 years and above experience.

Out of the total of 412 respondents, 32 (7.8%) belongs to Allied Bank Ltd, 28 (6.8%) persons to Al-Falah Bank Ltd, 32 (7.8%) persons to Askari Bank Ltd, 33 (8.0%) persons to Bank of Punjab, 38 (9.2%) persons to Habib Bank Ltd, 24 (5.8%) persons to J.S Bank Ltd, 39 (9.5%) persons to Muslim Commercial Bank Ltd, 39 (9.5%) persons to Meezan Bank Ltd, 27 (6.6%) persons to National Bank of Pakistan (Islamic Banking), 32 (7.8%) persons to Samba Bank Ltd, 32 (7.8%) persons to Sindh Bank Ltd, 27 (6.6%) persons to Summit Bank Ltd, and 29 (7.0%) persons to United Bank Ltd. In management cadre, 14.9% are females whereas 85.1% are males.

Respondents of this study belongs to major cities of Central-Punjab, out of the

total of 412 participants, 28 (6.8%) belongs to Attock city, 28 (6.8%) belongs to Chakwal city, 46 (11.2%) belongs to Faisalabad city, 46 (11.2%) belongs to Gujranwala city, 42 (10.2%) belongs to Jhelum city, 30 (7.3%) belongs to Lahore city, 34 (8.3%) belongs to Rawalpindi city, 44 (10.7%) belongs to Sargodha city, 39 (9.5%) belongs to Toba Tek Singh city, 34 (8.3%) belongs to Gujrat city, and 41 (7.8%) belongs to Okara city.

Table 1 point out descriptive statistics and correlations of this study. As shown in Table 1, all variables 'independent, dependent, mediating and moderating variables were positively and significantly associated with each other; conversely, no association found between POS and TP. Thus, it supports  $H_{1a}$ ,  $H_{1b}$  and  $H_{1c}$ .

<b>Table 1: Descriptive Statistics, Correlation and Alpha</b>										
		<b>Mean</b>	<b>SD</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
<b>1</b>	HPWP	3.52	0.64	<b>-0.84</b>						
<b>2</b>	POS	3.6	0.91	.564**	<b>-0.73</b>					
<b>3</b>	OSE	4.01	0.81	.794**	.563**	<b>-0.94</b>				
<b>4</b>	PPC	3.85	0.85	.810**	.617**	.880**	<b>-0.94</b>			
<b>5</b>	OCB	3.86	0.7	.638**	.365**	.761**	.738**	<b>-0.84</b>		
<b>6</b>	IRP	3.53	0.55	.466**	.161**	.472**	.453**	.382**	<b>-0.78</b>	
<b>7</b>	TP	4.03	0.58	.280**	0.093	.315**	.303**	.242**	.666**	<b>-0.91</b>
**. Correlation is significant at the 0.01 level 2-tailed.										
*. Correlation is significant at the 0.05 level 2-tailed.										
Note: N = 412, Alpha reliabilities are presented in parentheses. * $p < .05$ , ** $p < .01$										

Table 2, shows the mediation (total, direct and indirect) effects. Mediation analysis results of this study recommends that relationship between HPWP and IRP (Total effect = -0.07, Direct effect = 0.47, Indirect effect = 0.40) mediated by POS. As a result, it approves  $H_{2a}$ . Relationship between HPWP and TP (Total effect = -0.05, Direct effect = 0.30, Indirect effect = 0.25) mediated by POS. Therefore, it approves  $H_{2b}$ . Relationship between HPWP and OCB (Total effect = 0.70, Direct effect = 0.69, Indirect effect = 0.01) mediated by POS. Consequently, it approves  $H_{2c}$ . Furthermore, OSE mediates the relationship between HPWP and IRP (Total effect = 0.40, Direct effect = 0.21, Indirect effect = 0.19). Thus, it approves  $H_{3a}$ . OSE mediates the relationship between HPWP and TP (Total effect = 0.27, Direct effect = 0.10, Indirect effect = 0.17). For that reason, it approves  $H_{3b}$ . OSE mediates the relationship between HPWP and OCB (Total effect = 0.70, Direct effect = 0.60, Indirect effect = 0.10). Hence, it approves  $H_{3c}$ .



**Table 2: Mediation Analysis**

Mediation Effects	Total Effect (CI, ULCI, LLCI)	Direct Effect (95% ULCI, LLCI)	Indirect Effect (95% ULCI, LLCI)	P
<i>Mediation Effect of POS</i>				
Between the relationship of HPWP and IRP	0.40 (0.22, 0.58)	0.47 (0.29, 0.66)	-0.07 (-0.12, -0.03)	Sig
Between the relationship of HPWP and TP	0.25 (0.02, 0.48)	0.30 (0.05, 0.55)	-0.05 (-0.10, -0.01)	Sig
Between the relationship of HPWP and OCB	0.70 (0.60, 0.80)	0.69 (0.59, 0.80)	0.00 (-0.05, 0.06)	In-Sig
<i>Mediation Effect of OSE</i>				
Between the relationship of HPWP and IRP	0.40 (0.22, 0.58)	0.21 (0.06, 0.36)	0.19 (0.06, 0.34)	Sig
Between the relationship of HPWP and TP	0.27 (0.07, 0.47)	0.10 (0.00, 0.19)	0.17 (0.00, 0.37)	Sig
Between the relationship of HPWP and OCB	0.70 (0.60, 0.80)	0.10 (0.02, 0.22)	0.60 (0.48, 0.73)	Sig
Bootstrap Sample Size = 5000, p < 0.05, LL = Lower Limit, UL = Upper Limit, CI = Confidence Interval				

Moderation results as illustrated in Table 3 shows that HPWP significantly related to IRP ( $\beta = -.18$ ,  $p < .05$ ) but there is no moderation as shown in interaction slope analysis. HPWP significantly related to TP ( $\beta = -.14$ ,  $p < .05$ ) but there is no moderation as shown in interaction slope analysis. HPWP significantly related to OCB ( $\beta = -.08$ ,  $p < .05$ ) and PPC moderate the relationship of HPWP and OCB, as when the employees will be on high on PPC and HPWP their OCB will also high. Thus, rejecting  $H_{4a}$ ,  $H_{4b}$  and supporting  $H_{4c}$ .

**Table 3: Moderation Analysis “HPWP, PPC and Dependent Variables”**

Variable	Dependent Variable										
	In-Role Performance				Task Performance				Organizational Citizenship Behavior		
	Step 1	Step 2	Step 3		Step 1	Step 2	Step 3		Step 1	Step 2	Step 3
Education	0.05				0.03				0.11		
Experience	0.04				-0.03				0.05		
HPWP		0.08				-0.06				0.06	
PPC		0.07				0.1				0.5	
HPWP x PPC			-0.18				-0.14				-0.08
N = 412; $p < 0.05$											

Moderation results as illustrated in Table 4 shows that POS significantly related to IRP ( $\beta = -.10$ ,  $p < .05$ ) and PPC moderate the relationship of POS and IRP, as when the employees will be on high on PPC and POS their IRP will also high. POS significantly related to TP ( $\beta = -.08$ ,  $p < .05$ ) and PPC moderate the relationship of POS and TP, as when the employees will be on high on PPC and POS their TP will also high. POS significantly related to OCB ( $\beta = .006$ ,  $p < .05$ ) and PPC moderate the relationship of POS and OCB, as when the employees will be on high on PPC and POS their OCB will also high. Thus, supporting  $H_{5a}$ ,  $H_{5b}$  and  $H_{5c}$ .

**Table 4: Moderation Analysis “POS, PPC and Dependent Variables”**

Variable	Dependent Variable								
	In-Role Performance			Task Performance			Organizational Citizenship Behavior		
	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3
Education	0.04			0.02			0.1		
Experience	0.02			-0.04			0.03		
POS		-0.15			-0.13			-0.11	
PPC		0.3			0.23			0.69	
POS x PPC			-0.1			-0.08			0.01
N = 412; $p < 0.05$									

Moderation results as illustrated in Table 5 shows that OSE significantly related to IRP ( $\beta = -.11$ ,  $p < .05$ ) but there is no moderation as shown in interaction slope analysis. OSE significantly related to TP ( $\beta = -.07$ ,  $p < .05$ ) but there is no moderation as shown in interaction slope analysis. OSE significantly related to OCB ( $\beta = -.03$ ,  $p < .05$ ) and PPC moderate the relationship of OSE and OCB, as when the employees will be on high on PPC and OSE their OCB will also high. Thus, rejecting  $H_{6a}$ ,  $H_{6b}$  and supporting  $H_{6c}$ .

**Table 5: Moderation Analysis “OSE, PPC and Dependent Variables”**

Variable	Dependent Variable								
	In-Role Performance			Task Performance			Organizational Citizenship Behavior		
	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3
Education	0.04			0.02			0.1		
Experience	0.04			-0.03			0.04		
OSE		0.07			0.07			0.38	
PPC		0.09			0.07			0.25	
OSE x PPC			-0.11			-0.07			-0.03
N = 412; $p < 0.05$									

## 5. DISCUSSION

The prime motive behind this study was threefold. First, to discover the association between HPWP and employees' outcomes 'IRP, TP and OCB'. Second to investigate the mediation effect of POS and OSE between HPWP and employees' outcomes 'IRP, TP and OCB'. Third to investigate the moderating effect of PPC between the relationship of POS and employees' outcomes 'IRP, TP and OCB' and between the OSE and employees' outcomes 'IRP, TP and OCB'. Based from the conservation of resource theory (Hobfoll, 1989, 2001) and social exchange theory (Blau, 1964), this study concovers the theoretical mechanism which explains the relationship of HPWP, POS, OSE, IRP, TP, OCB and PPC. Combs et al. (2006) point out that importance of HPWP with staff may make difference in their ability for improvement of skills, knowledge and capabilities that enables them to perform their professional responsibilities in an improved way and motivate them to utilize these skills and abilities in their routine professional working. The results of this study may also similar with the previous studies, as the results of the studies by Kooij et al. (2013) and Alfes et al. (2013), point out that HPWP positively affected IRP. As the three HPWP "i.e job design, information sharing and competence based pay" has been used in this study, when these practices designed in such a way that meaning of these practices established in the minds of employees so that it can increase their individual and organizational performance (Nishii, Lepak, & Schneider, 2008). Moreover, consistent with the conservation of resource theory (Hobfoll, 1989, 2001) the verdicts of this study shows that POS is positively and significantly related to OCB, on other hand PPC is positively related to POS and OCB. Conversely, consistent with the social exchange theory (Blau, 1964, 1986) the findings of the study shows that HPWP are positively and significantly related to IRP, TP and OSE. Results of this study also shows that if organization can practice HPWP and provide POS to the employees that resulted to high level of in-role performance, TP and high OCB, on the other hand based on the COR theory (Hobfoll, 1989, 2001) POS and PPC provide resources to the individuals for coping of professional pressure and stress and provide better outcomes. The results of this study are consistently related with the previous

studies of (Abrar, Baig, Javed, & Shabir, 2014; Beal III et al., 2013; Golestaneh, 2014; Gupta, 2010; Liu et al., 2013; Luthans et al., 2008; Murthy, 2014; Nikpay, Siadat, Hoveida, & Hoveida, 2014; Qadeer & Jaffery, 2014; Yang, Yeh, Yang, & Mui, 2013).

### **5.1. Theoretical and Managerial Implications**

This study conceded numerous theoretical and practical implications. In terms of the theoretical implications, this study express that the theory establishes in the West “e.g. social exchange theory; conservation of resource theory” can be functional to describe employees’ etiquette in different environment ‘like; eastern culture’. This study also confers to the knowledge of psychological structure of employees that links the POS, OSE, OCB, and employee performance. The result of this study will provide further managerial directions to the organizations and managers for the development of organizational policies and practices for the betterment in the managerial working and enhancement of employee performance as well. The results of this study suggest that management should focus on investment in psychological capital that further boost the OCB of the employees. Moreover, the social exchange principle elaborate that when employees receive social support from the organization and from the coworkers of the workplace as a result they feel the responsibility to give in return that social support to the organization in form of better performance and with coworkers in form of better OCB. Organizations of both manufacturing and service sectors should focus on development and maintenance of psychological capital so that employees should enable for better behaviors in form of OCB and management should provide support to the individuals in case of professional stress and pressure so that employee’s perception about the organizational support from the organization and management should also be strong which further resulted to better accomplishment of organizational goals. Individuals those have high level of PPC have ability of positive thinking about their future and cognitive abilities so management must focus on development and maintenance of PPC so that they can perform better with motivation.

### **5.2. Strength, Limitation & Directions for Future Research**

This study has number of limitations and major limitation of this study is that all obtained relationships are on cross-sectional base of survey data; and there is feasibility

that there would be opposite relationship among the variables, which concerned in this study. Nevertheless, the conceptual framework of this study was established through a comprehensive assessment of the literature and theories related to this research. Firstly data was collected by using multi-level approach ‘employees and supervisors’ that alleviate the possible influences from the findings of this research, future research may develop the longitudinal research design to test the casual relationship among the variables systematically, particularly for the mediating and moderating variables (Balducci, Schaufeli, & Fraccaroli, 2011). Secondly this research was done in banking sector of Central-Punjab, Pakistan, so the researcher suggests future researchers to experiment whether the result of this study match to other geographical circumstances and organizational framework. Thirdly, this research study was conducted in Central-Punjab, Pakistan and only in one industrial sector ‘banking’ which reduces the capacity to take a broad view of the research findings; therefore, the future researchers develop the area of research to both service and manufacturing sector so that it can boost the ability to simplify the research findings. Fourthly, in this study bank employees respond to all variable questionnaires excluding IRP and TP ‘supervisor-rated’, future studies can be designed in such a way that questionnaire of OCB be respond by the bank management ‘supervisor-subordinate rate’ sequentially to curtail the same source bias conduct. Additionally, this study was made by using convenience-sampling method for data collection, which means data was collected in non-random mode, so in this case easy convenience (Dörnyei, 2007). It means generalizing of data from outside the sample size is not possible and it is not probable to measure the variability and control bias (Acharya, Prakash, Saxena, & Nigam, 2013). On the other hand, in this research the researcher did attempt to collect data from employees of different banks and from the different cities of Central-Punjab, Pakistan, so that the representation of different cultural population of Punjab becomes possible. Finally, moderate vastness of the relationship between variables in this study recommends that future research should take a diverse look into moderating variables that possibility to control the relationship. Future research studies also needed to examine the relationship of burnout and emotional exhaustion as moderator with OSE and POS.

## 6. CONCLUSION

We found that HPWP creates an environment that encourages employees to demonstrate their high level of OCB and performance in form of in-role and task. POS and OSE helps out the employees for demonstration of positive behavior at workplace. The relationship between POS, OSE and employee outcomes (IRP, TP and OCB) becomes stronger with employees high level of positive psychological capital.

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