A STRUCTURAL MODELLING OF HIGH PERFORMANCE WORK PRACTICES AND EMPLOYEE OUTCOMES

Veena Murali*1, Panjabi Mala Devidas*2
Department of Commerce, Ethiraj College for Women
veenamuraliphd@gmail.com
devidasj03@yahoo.com

Abstract - High Performance Work Practices are those human resource management practices which help the organisation to hire, develop and retain high-performing employees and thereby create sustainable competitive advantage. The primary purpose of this study was to analyse the relationship between High Performance Work Practices and employee outcomes of Employee Resilience and Employee Engagement with respect to workforce in Indian IT sector using Structural Equation Modelling. The study gains its relevance owing to the fact that IT sector requires workforce that consistently helps the organisation transcend in the hyper-competitive world. It also examines the mediating role of Knowledge Skills Abilities & Abilities Motivation Opportunity (KSA&AMO) between High Performance Work Practices and employee outcomes. A model has been proposed to identify the relationship between the variables. Primary data was collected from 599 employees in Indian Information Technology sector. The technique of Structural Equation Modelling was used to analyse the relationship between High Performance Work Practices, KSA&AMO, Employee Resilience and Employee Engagement. The paper supports the positive impact of High Performance Work Practices on employee outcomes of employee resilience and employee engagement. A partial mediation of KSA&AMO was established between High Performance Work Practices and employee outcomes of Employee Resilience and Employee Engagement.

Keywords: Human Resource Management; High Performance Work Practices; Employee Resilience; Employee Engagement; KSA&AMO.

I. INTRODUCTION

The emergence of a smart, sharing, circular and platform economy is virtually transforming every business from an old economic order to a new reality. It is a challenge for the businesses to grow to such transformational process and prosper in the hyper-competitive environment. Each business organisation has to gain competitive advantage by positioning themselves ahead of their competitors. Irrespective of what competitive advantage means to any company, it is considered as one single factor to gain superiority, success and sustainability. Myriad strategies may contribute towards the achievement of competitive advantage, the major being human capital. Previous studies have stressed the need for aligning human resource strategies with organisational strategies for achieving organisational objectives and enhancing the performance (Katou, 2011). It indicated that competitive advantage can be achieved by strategizing human resources and human resource practices.

The configurational perspective of strategic human resource management indicates that selecting and bundling specific human resource practices known as High Performance Work Practices (HPWPs) will help the organisation in developing a High Performance Work System (HPWS) (Katou, 2011; Boudreau, 2003). A HPWS will help the organisation to create sustainable competitive advantage for the organisation as well as its employees. Studies also have proved that such HPWPs have an impact on employee, organisational and financial outcomes; a direct and immediate impact on the outcomes of employees (Cooke, Cooper, Bartram, Wang & Mei, 2016).
NASSCOM studies show that information technology sector is a major propellant of India’s economic growth and it generates employment for more than 3.5 million people. Information Technology (IT) sector is primarily a people-centered sector. Its competitive advantage is vested in knowledge, information, proficiency, cognizance and acumen of people (Singh, Kodwani & Agrawal, 2013). The people and practices are crucial for this industry. The challenge for the industry is to cope-up with the emerging requirements by maintaining a positive work culture and retaining the talents in a highly volatile environment. What the sector needs is a framework inclusive of industry-specific HPWPs that is vital for developing highly proactive and engaged workforce. Such HPWPs will also help them in creating niches.

A. Objectives of the Study

On the basis of previous studies showing that HPWPs lead to employee outcomes (Zhang, Akhtar, Bal, Zhang & Talat, 2018), a model has been proposed to study the relationship between HPWPs and employee outcomes. The measures of employee outcomes chosen for the study are employee resilience and employee engagement. The model also incorporates a mediating variable, Knowledge Skills Abilities & Ability Motivation Opportunity (KSA & AMO), to its effect on the relationship between HPWPs and employee outcomes. Thus the objectives of the study are

- To analyse the relationship between High Performance Work Practices and the employee outcomes of Employee Resilience and Employee Engagement using Structural Equation Model.

II. REVIEW OF LITERATURE

A. High Performance Work Practices

Strategic Human Resource Management (SHRM) is an approach based on Human Resource Management and Strategic Management for achieving organisational goals through human resources by means of an integrated system of strategies, policies and practices. There has been a growing interest among researchers in a SHRM line of research focussed on HPWPs from an employee’s perspective. Analysing HPWPs from the outlook of employees helps in a comprehensive evaluation of human resource management (Gibb, 2001).

Daspit, Madison, Barnett & Long (2018) explains HPWPs as those set of practices that vitally affect the effectiveness of organization’s activities. It can be understood as the set or combination of practices that enhances the skills, efforts, commitment and quality of workforce (Beardwell & Claydon (2010). These definitions emphasize the importance of human resource practices for the workforce and rely on the need of bundling such practices to enhance the desired output (Kooij and Boon, 2018). HPWPs are more of a performance improving practices. In general, from the definitions, HPWPs can be described as bundle or set of practices enhancing organisational performance and effectiveness through workforce. HPWPs being industry-specific, the success of HPWPs depends on the selection of practices that suits the sector. These practices commonly include selection and hiring of employees, training, performance appraisal, promotion based on performance, information sharing, employee participation and empowerment (Daspit et.al, 2018).

B. Employee Outcomes of HPWPs

Human resource practices adopted by any organisation have different levels of outcomes – employee, organisational, financial and market (Dyer & Reeves, 1995), the most immediate
and direct being employee outcomes. It is through the employee outcomes the other outcomes of organisation, finance and market are influenced (Becker, Huselid, Pickus & Spratt, 1997). Organisations rely on HPWPs to generate a positive attitude among employees which fosters organisational performance. Literature on the same proves an immediate and direct impact of HPWPs on behaviour of the employees (Heffernan & Dundon, 2016). Employee Resilience and Employee Engagement are likely to embody the behavioural manifestations of employees as a result of the HPWPs adopted by the organisation (Cooke et.al., 2016).

1) Employee Resilience: Resilience is the ability to rebound from a stressful and unexpected adverse situation in work. HPWPs attract resilient employees. Resilience enhancing practices potential to contribute to employees’ psychological capital and behaviour. HPWPs are considered to be ‘healthy’ as it favours self-efficacy and resilience among employees (Salanova, Llorens, Cifre & Martínez, 2012). The constantly changing and stressful work environment makes the study on employee resilience more relevant. Resilient employees are generally proactive learners and innovative. They are best suited to deal with changing work environment. Such employees withstand stress and changes inside an organisation (Linnenluecke, 2017). HPWPs when used as a job resource positively affect employee resilience (Cooke et.al., 2016).

2) Employee Engagement: A fulfilling and positive attitude towards work is what is called as Employee Engagement. It includes the dedication, vigour and absorption with which we approach work in organisation. An engaged worker shows energy, motivation, enthusiasm and passion towards work (Salanova et.al, 2012). It is a personal connect which the employee feels towards the work and others as a result of a physical, cognitive and emotional attachment. It is not just an attitude but an attentive performance of work (Saks, 2006).

Plethora of studies proves strong relation between HPWPs and employee engagement. Work practices related to training, rewards and empowerment are considered to be strong indicators of employee engagement (Karatepe, 2012). There is a significant regression of employee engagement due to these HPWPs. Positive approach of employees towards HPWPs are associated with engagement (Alfes et.al., 2013). HPWPs develop employee engagement through knowledge, power, information and reward (Rana, 2015). When the employees feel valued, get involved in decision making, find development opportunities those employees become engaged employees (Gupta & Sharma, 2016).

C. KSA & AMO as a mediating variable

For any organisation, Knowledge, Skills and Abilities (KSA) known as human capital, possessed by employees is an important source of competitive advantage. These competencies have been proved to help organisations meet its objectives through people. An organisation benefits when they recruit people with relevant KSAs. The theory of SHRM stresses that HPWPs increases KSAs and this will be leveraged towards positive employee outcomes of higher productivity, lower turnover and increased job satisfaction (Delery & Shaw, 2001).

The Ability-Motivation-Opportunity model (AMO Model) focuses on the sets of human resource practices that improve discretionary behaviour among the employees. It is assumed that the people will perform if they have knowledge, skills and abilities HPWPs stimulate the ability, enhance motivation and provide an opportunity for the employees (Appelbaum, Bailey, Berg & Kalleberg, 2000). The variables of AMO are significantly affected by HPWPs. A HPWS includes those human resource practices that identify and enhance employee knowledge and skills, motivate the employees and enhance their opportunity to be a part of decision making. The employee outcomes are better when they are able to perform as they have required knowledge and skills, they are motivated to do that and the environment in which they work gives them the best opportunity.
III. CONCEPTUAL MODEL OF THE STUDY

A conceptual model has been framed for testing and validating the measurement and structural relationship between the independent variable, HPWPs and the dependent variables, employee resilience and employee engagement as shown in Fig. 1.

![Fig. 1 Conceptual Model](image)

IV. RESEARCH METHODOLOGY

For the current study, the focus is on quantitative methodology which is the commonly used method in managerial and behavioural science researches. A deductive approach is undertaken as sufficient literature is available for conceptualizing the research framework. Cross-sectional data being more representative of the selected population has been used for this descriptive research.

Questionnaire survey was used as the data collection tool. Standardised questionnaires were mailed to 700 respondents from Managerial, Technical and Support categories of workforce in Indian IT sector. Out of the 636 responses received, 37 questionnaires were incomplete. Incomplete questionnaires were rejected. With a response rate of 94%, the sample size of the study is 599.

A. High Performance Work Practices (HPWPs)

The questionnaire used for HPWPs is based on the works of Huselid (1995), Way (2001), Combs (2006), Sun, Aryee & Law (2007), Kehoe & Wright (2013). It was slightly modified to get adapted to the sector of study, which was validated by two experts in the field. Fourteen practices of HPWPs (H1 to H14) were used in the study. The extent to which those practices were adopted in the organisation was measured using 5-point Likert scale ranging from Very Great Extent to Very Little Extent.

B. Employee Resilience

Employee Resilience Scale developed by the Resilient Organisations Resilience Benchmark Survey by Resilient Organisations was adapted for addressing whether employees are resilient. 5-point Likert scale ranging from Strongly Agree to Strongly Disagree were used to measure the five statements of resilience (ER1 to ER5).

C. Employee Engagement

The Gallup Workplace Audit (GWA) developed by Harter, Schmidt, and Hayes (2002) has been adapted for measuring employee engagement. Five statements identifying engagement of employees (EE1 to EE5) were measured using 5-point Likert scale. It ranged from Strongly Agree to Strongly Disagree.
D. KSA & AMO

The questionnaire includes items on knowledge, skills, abilities, motivation and opportunities adapted from the works of Boselie 2010 and Sun et.al., 2007. The twelve statements (K1 TO K12) used for the study indicating the extent to which respondents agree were measured using 5-point Likert scale of Strongly Agree to Strongly Disagree.

V. ANALYSIS OF DATA

Statistical analysis of data collected was done using SPSS v.23 and AMOS Graphics. The below table (Table 1) indicates differences in the demographics of the respondents like gender, age, duration of employment and workforce category.

<table>
<thead>
<tr>
<th>Demographic Profile</th>
<th>Number of Respondents (N=599)</th>
<th>Valid Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>337</td>
<td>56</td>
</tr>
<tr>
<td>Female</td>
<td>262</td>
<td>44</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25 – 29</td>
<td>90</td>
<td>15</td>
</tr>
<tr>
<td>30 – 34</td>
<td>135</td>
<td>23</td>
</tr>
<tr>
<td>35 – 39</td>
<td>220</td>
<td>37</td>
</tr>
<tr>
<td>40 – 44</td>
<td>86</td>
<td>14</td>
</tr>
<tr>
<td>45 – 49</td>
<td>68</td>
<td>11</td>
</tr>
<tr>
<td><strong>Duration of Employment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 – 5</td>
<td>139</td>
<td>23</td>
</tr>
<tr>
<td>5 – 10</td>
<td>176</td>
<td>29</td>
</tr>
<tr>
<td>10 – 15</td>
<td>148</td>
<td>25</td>
</tr>
<tr>
<td>15 – 20</td>
<td>136</td>
<td>23</td>
</tr>
<tr>
<td><strong>Workforce Category</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managerial</td>
<td>247</td>
<td>41</td>
</tr>
<tr>
<td>Technical</td>
<td>171</td>
<td>29</td>
</tr>
<tr>
<td>Support</td>
<td>181</td>
<td>30</td>
</tr>
</tbody>
</table>

Source: Primary Data

A. WEIGHTED MEAN AND STANDARD DEVIATION

Table 2 presents the weighted mean and standard deviation of all the questionnaire items associated with the various measures of the study.

<table>
<thead>
<tr>
<th>Item No.</th>
<th>Item Description</th>
<th>Weighted Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>The organisation practices workforce planning and talent management.</td>
<td>3.52</td>
<td>1.056</td>
</tr>
<tr>
<td>H2</td>
<td>Broad access to training opportunities is ensured by the organisation.</td>
<td>3.51</td>
<td>1.033</td>
</tr>
<tr>
<td>H3</td>
<td>There is a formal communication regarding organisational goals and policies.</td>
<td>3.53</td>
<td>1.029</td>
</tr>
<tr>
<td>H4</td>
<td>Workforce is provided with opportunities to frame individual development and career growth plans.</td>
<td>3.51</td>
<td>1.072</td>
</tr>
<tr>
<td>H5</td>
<td>Workforce is involved in participation processes such as Quality Improvement groups.</td>
<td>3.47</td>
<td>1.064</td>
</tr>
<tr>
<td>H6</td>
<td>The choice of making decisions to optimise performance is</td>
<td>3.55</td>
<td>1.010</td>
</tr>
</tbody>
</table>
Suggestions made by workforce towards improved operational efficiencies are encouraged.

Employee performance evaluation is conducted at least once a year.  

The organisation provides variable pay based on organisation performance.

The organisation undertakes performance quality improvement processes (Audit, Usage of Checklist, Reviews).

There is implementation of Agile project delivery methodologies.

Emotional well-being of the workforce is an organizational priority.

Flexible working system is prevalent.

The organisation has a structured feedback mechanism in the form of Surveys and/or Discussion Forums.

Considerable importance is given by the organisation to recruitment process.

Training programs are arranged for the workforce.

The organisation undertakes performance appraisals based on objective quantifiable results.

The organisation matches the pay to group performance.

Opportunities are offered to the workforce for further development of specific skills.

Workforce is provided with the experiences they need to perform to the full extent of their abilities.

Workforce is motivated to interact and perform together.

The organisation provides a platform for exchange of ideas and experiences.

The organisation provides the opportunity to suggest improvements in the way tasks are done.

There is involvement of workforce in policy making.

The organisation helps the workforce build the capabilities they need to achieve personal and organisational goals.

Workforce is endowed with the opportunity of continuous learning and sustainable development.

Employee Resilience

I can handle work pressure especially during a critical task.

I strive to solve problems at work.

I learn from mistakes and improve the way I do my job.

I effectively respond to feedback, even criticism.

I typically perceive change as an opportunity for growth.

Employee Engagement

I feel that time flies when I am working.

I feel happy when I am working intensely.

I find the work that I do to be full of meaning and purpose.

I find my job challenging.

I am highly engaged in my job.

Source: Primary Data

It is seen from the Table 2 that the mean of all the practices is above 3 on Likert scale which indicates that the employees think that to a good extent the HPWPs have been implemented.
in the organisation. All the items measuring HPWPs have standard deviations above 1, indicating some variations in the answers given by the respondents. The respondents feel that the organisation gives them the choice of making decisions that will optimise the performance (3.55). The organisation also has the practice of undertaking performance quality improvement processes (3.55).

The mean values above the average for each item under KSA-AMO and standard deviation above 1 indicates that the respondents agree that their knowledge, skills and abilities are acknowledged by the organisation. At the same time, they are developing with the opportunities, gaining new abilities and are also getting motivated because of the practices in the organisation. A mean value of 3.42 shows that the employees are in agreement, that the organisation is motivating them in interacting and performing together. The respondents have moderately high agreement towards employee resilience and employee engagement. Effective response towards feedback including criticism (3.60) has been identified as the major factor contributing towards employee resilience. The feel of time flying while working (3.67) is the best indicator of engaged employees.

B. VALIDITY AND RELIABILITY

The variables used for study were checked for convergent validity using Average Variance Extracted (AVE), Cronbach’s alpha and Construct Reliability (CR). An AVE value of 0.5 or more indicates adequate convergence. Alpha co-efficient above 0.8 and CR value above 0.7 indicates reliability. Table 3 shows that the variables are within the acceptable limit, ensuring consistency of the variables.

IV. TABLE 3

<table>
<thead>
<tr>
<th>Items</th>
<th>Number of items</th>
<th>Cronbach’s alpha</th>
<th>CR</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Performance Work Practices</td>
<td>14</td>
<td>.953</td>
<td>0.95</td>
<td>0.59</td>
</tr>
<tr>
<td>KSA &amp; AMO</td>
<td>12</td>
<td>.922</td>
<td>0.92</td>
<td>0.50</td>
</tr>
<tr>
<td>Employee Resilience</td>
<td>5</td>
<td>.859</td>
<td>0.88</td>
<td>0.55</td>
</tr>
<tr>
<td>Employee Engagement</td>
<td>5</td>
<td>.842</td>
<td>0.87</td>
<td>0.51</td>
</tr>
</tbody>
</table>

Discriminant validity was ensured by checking whether the square roots of AVE values are higher than the inter-correlation between the variables (Table 4).

TABLE 4

<table>
<thead>
<tr>
<th>Constructs</th>
<th>HPWP</th>
<th>KSA_AMO</th>
<th>ER</th>
<th>EE</th>
</tr>
</thead>
<tbody>
<tr>
<td>HPWP</td>
<td>0.77</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KSA-AMO</td>
<td>0.66</td>
<td>0.70</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ER</td>
<td>0.62</td>
<td>0.46</td>
<td>0.75</td>
<td></td>
</tr>
<tr>
<td>EE</td>
<td>0.76</td>
<td>0.58</td>
<td>0.57</td>
<td>0.72</td>
</tr>
</tbody>
</table>

The diagonal entries in bold are the square root of AVE and sub-diagonal entries are inter-construct correlations.

C. CONFIRMATORY FACTOR ANALYSIS (CFA)

CFA was used to measure how well the measured variables represent each construct. The fit indices of CMIN (Chi-square/df), GFI (Goodness of Fit), RMSEA (Root Mean Square Error of Approximation), CFI (Comparative Fit Index), TLI (Tucker Lewis Index) were used to investigate the construct validity. The Table 5 shows the CFA results and suggested values (Hair, Black, Babin & Anderson, 2010).

V. TABLE 5

<table>
<thead>
<tr>
<th>Construct</th>
<th>Chi-sq/df</th>
<th>GFI</th>
<th>RMSEA</th>
<th>CFI</th>
<th>TLI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suggested Value</td>
<td>&lt; 5.00</td>
<td>&gt; 0.90</td>
<td>&lt; 0.08</td>
<td>&gt; 0.90</td>
<td>&gt; 0.90</td>
</tr>
<tr>
<td>HPWPs</td>
<td>1.413</td>
<td>.976</td>
<td>.026</td>
<td>.994</td>
<td>.993</td>
</tr>
</tbody>
</table>
D. STRUCTURAL EQUATION MODEL
In this study, the structural model includes one latent exogenous construct (HPWP), two latent endogenous constructs (ER and EE) and one mediating variable (KSA&AMO). The structural relationship has been modelled to study the causal relationship between the exogenous construct and each endogenous construct as well as the mediating relationship of KSA-AMO between the exogenous and endogenous constructs.

E. MODELLING DIRECT RELATIONSHIP
The hypothesis framed for testing the direct relationship is
H1a: HPWPs is positively related to Employee Resilience.
H1b: HPWPs is positively related to Employee Engagement.

The structural model showing the direct relationship is depicted in Fig 2.

The fit indices of the structural model are RMSEA=.052; GFI=.923; CFI=.956; TLI=.951 and Chi-sq/df=2.630. These fit indices are within the acceptable range and indicate that the structural model has an acceptable fit with the data. Hence it supports the basic theoretical model of the study. In this model HPWPs explain 50 percent of the variance in employee resilience (R² = 0.497) and 73 percent of the variance in employee engagement (R² = 0.726).

H1a studies the direct relationship between HPWPs and employee resilience. The results show a positive and significant path from HPWPs to employee resilience (β = 0.705, p < 0.001). Thus, Hypothesis 1 is supported. H1b tests the relationship between HPWPs and employee engagement and it is supported by the results (β = 0.852, p < 0.001) which shows a positive and significant path from HPWPs to employee engagement.

F. MODELLING MEDIATING RELATIONSHIP
The hypotheses framed for testing mediation effect are
H2a: KSA&AMO mediates the relationship between HPWPs and Employee Resilience.
H2b: KSA&AMO mediates the relationship between HPWPs and Employee Engagement.
The structural model showing the direct relationship is depicted in Fig 3. The fit indices of the structural model are RMSEA=.038; GFI=.914; CFI=.961; TLI=.958 and Chi-sq/df=1.873. These fit indices are within the acceptable range and indicate that the structural model has an acceptable fit with the data. Hence it supports the mediation model of the study.

VI. TABLE 6

<table>
<thead>
<tr>
<th>Mediating Path</th>
<th>Path</th>
<th>Estimate</th>
<th>P</th>
<th>Mediating Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>HPWP → KSA&amp;AMO → ER</td>
<td>HPWP → KSA&amp;AMO</td>
<td>0.642</td>
<td>***</td>
<td>Partial Mediation</td>
</tr>
<tr>
<td></td>
<td>KSA&amp;AMO → ER</td>
<td>0.083</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>HPWP → KSA&amp;AMO → EE</td>
<td>HPWP → KSA&amp;AMO</td>
<td>0.642</td>
<td>***</td>
<td>Partial Mediation</td>
</tr>
<tr>
<td></td>
<td>KSA&amp;AMO → EE</td>
<td>0.105</td>
<td>**</td>
<td></td>
</tr>
</tbody>
</table>

The results confirm that KSA&AMO has a mediating effect on the relationship of HPWPs with employee resilience and employee engagement respectively (Table 6). KSA&AMO partially mediates the relationship between HPWPs and employee resilience (p < 0.1). Thus H2a is supported. The results of mediation of KSA&AMO between HPWPs and employee engagement also shows a partial mediation (p < 0.01), thus supporting H2b.

VI. DISCUSSION

This study was intended to address the relationship between employees’ perception of HPWPs and employee outcomes of Employee Resilience and Employee Engagement. Second was to examine the mediating role of KSA&AMO in the effect of HPWPs with employee resilience and employee engagement. The study has attempted to contribute to the research gap identified by researchers (Cooke et.al., 2016; Luthans & Youssef-Morgan, 2007). The study suggests that HPWPs are positively associated with both the outcomes. The effective use of HPWPs develops resilience among employees (Cooke et.al., 2016; Wang, Yi, Lawler & Zhang, 2011). Positive impact was found between HPWPs and employee engagement (Cooke et.al., 2016). Muduli, Verma & Datta (2016) examined the role of employee engagement in a HPWS in India and the result proved its relevance in India. The study supports the mediation effect of multi-dimensional construct KSA&AMO between HPWPs and employee outcomes. HPWPs improve knowledge, skills and abilities of the employees and motivate them to continue the usage of the acquired knowledge, skills and abilities.
Further, such HPWPs also provide opportunities for the employees (Appelbaum et al. 2000). HPWPs along with knowledge, skills, abilities, motivation and opportunity positively impact the employees and their performance. This study has taken a first step in propositioning and exploring new relationships among variables, contributing to research on strategic human resource management and organisational behaviour by merging variables from the underpinning theories of human resource management (KSA Competency theory and AMO theory).

VII. LIMITATIONS AND FUTURE SCOPE OF STUDY

This study adopts only one mediator to study its effect on the relationship between HPWPs and employee outcomes. But the findings of the study revealed that there may be other mediators of these relationships that are still awaiting discovery. The study is limited only to the employee outcomes of HPWPs. Complex models also can be developed in future to include organisational, financial and economic indicators together with other employee related outcomes.

A longitudinal research to determine the causal link between the HPWPs and employee outcomes will add to the vast literature on the effects of HPWPs. It will help to determine whether relationship between HPWPs and employee outcomes is static or dynamic based on other organisational changes. There is also further scope in undertaking research that throws light on the darker side of the effect of HPWPs.

VIII. CONCLUSION

Previous literature indicates a positive relationship between HPWPs and employee outcomes. This study is based on the employees in the Indian IT sector. This sector primarily being a people-centered sector, its competitive advantage is vested in knowledge, information, proficiency, cognizance and acumen of the employees. The research findings of this study undertaken in the IT sector which is highly volatile and employee-centric suggests that HPWPs will help the organisations to cope-up with the changing demands and emerging requirements by maintaining a positive work culture.

REFERENCES


