THE IMPACT OF HIGH PERFORMANCE WORK PRACTICES ON JOB OUTCOMES: ROLE OF WORK ENGAGEMENT AND PERCEPTION OF ORGANIZATIONAL POLITICS

Researcher:

SAMINA YAQOOB
REG NO. 130-FMS/MSMGT/F12

Supervisor:

Prof .DR. ABDUL LATIF
Dean, Faculty of Business
Administration, NCBA& E
Bahawalpur.

Faculty of Management Sciences
INTERNATIONAL ISLAMIC UNIVERSITY, ISLAMABAD

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SAMINA YAQOOB
REG NO. 130-FMS/MSMGT/F12

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Islamabad.

Supervisor:
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ABSTRACT

In this study, it is investigated that how perception of HPWPs (training, empowerment and performance based reward) impact on the job outcomes (innovative work behavior, affective commitment) in the presence of underlying mechanism of work engagement. Furthermore this research work also explored the interactive effects of perception of organizational politics and HPWPs on the work engagement. The hypotheses were tested by using the cross sectional data from 307 full time employees ranging from managerial to staff levels from 8 universities of Pakistan. It is exposed that how HPWPs influence on the institutional efficiency and growth. Questionnaire survey was conducted. Researcher used the several hierarchical linear regression and correlation techniques for the purpose of analysis. The results depict that HPWPs influence more effectively on employees job outcomes (innovative work behavior and affective commitment) via work engagement. Researcher has found the significant interactive effects of HPWPs and perception of organizational politics on the work engagement. Some limitations of the study have also been identified in the concluding chapter. This research work contributes to the existing literature of HPWPs and work engagement by presenting empirical evidence from the educational sector of Pakistan and has the strong implication for the implementation of HPWPs (Training, empowerment and performance based rewards) in higher educational institution of Pakistan .

Keywords: HPWPs, Training, Empowerment, Performance based rewards, Work Engagement, Perception of Organizational Politics.

In The name of ALLAH, The Most Merciful and The Most Beneficent

"Acquire knowledge and impart it to the people"

(Hazrat MUHAMMAD S.A.W)

یہ علم و حکمت کی مُہرہ بازی یہ بحث و تکرار کی نمائش
نہیں ہے دُنیا کو اب گوارا پُرانے افکار کی نمائش

(Allama M. Iqbal)

DECLARATION

I hereby declare that this thesis, neither as a whole nor as a part thereof, has been copied out from any source. It is further declared that I have prepared this thesis entirely on the basis of my personal effort made under the sincere guidance of my supervisor. No portion of work, presented in this thesis has been submitted in support of any application for any degree or qualification of this or any other university or institute of learning.

Ms. SAMINA YAQOOB

MS (Human Resource Management)

Faculty of Management Sciences

DEDICATION

I dedicate this thesis to my respectable parents and my honorable supervisor whose support has enabled me to complete this research study successfully.

Title of Thesis: "The Impact of High Performance Work Practices on Job Outcomes: Role of Work Engagement and Perception of Organizational Politics".
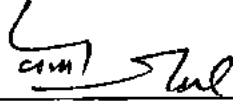
Name of Student: Ms. Samina Yaqoob

Registration No: 130-FMS/MSMGT/F12

Accepted by the Faculty of Management Sciences INTERNATIONAL ISLAMIC UNIVERSITY ISLAMABAD, in partial fulfillment of the requirements for the Master of Science/Philosophy Degree in Management Sciences with specialization in Management.

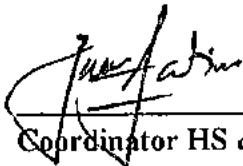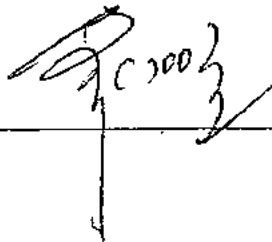Viva Voce Committee

_____
Prof. Dr. Abdul Latif
(Supervisor)

_____
Prof. Dr. Najeeb Ullah
(External Examiner)

_____
Dr. Saima Nasęer
(Internal Examiner)

_____
Coordinator HS & R (M/F)

_____
(Dean)

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FORWARDING SHEET

The thesis entitled "The Impact of High Performance Work Practices on Job outcomes: Role of Work engagement and Perception of Politics" of submitted by <u>Ms. Samina Yaqoob</u> as partial fulfillment of MS degree in Management Sciences with specialization in Human Resource Management, has completed under my guidance and supervision. The changes advised by the external and the internal examiners hava also been incorporated. I am satisfied with the quality of student's research work and allow her to submit this thesis for further process as per IIU rules & regulations.

Date:_____   Signature:_____

Name : _____

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LIST OF ABBREVIATION

HPWPs= High performance work practices

IWB= Innovative work behavior

POP= Perception of organizational politics

CHAPTER 1

INTRODUCTION

Chapter 1 describes the research background of this study; explain the research gap and brief overview of the importance to fill this research gap; introduce all the key variables of the research work; what is the problem statement? ; What are the research questions? ; Explain the significance of the study; and define the research objectives as well.

1.1 BACKGROUND

Interest in high performance work practices (HPWPs) is strongly shown by Husalid (1995) and other scholars (Combs, Liu, Hall &Ketchen, 2006; Posthuma, Campion, Masimova & Campion, 2013). The aggregate amount of empirical research, witness that on average HPWPs increase productivity and organizational performance directly (Sun, Areyee& Law, 2007; Pfeffer, 1998; Huselid 1995; Combs et al. 2006) and additionally on employee end, it enhance employee satisfaction (Wang, Yi, Lawler &Zhang, 2011; Boxall & Macky, 2009). Scholars have commenced to examine the interrelationship among the variety of HR systems and workers attitude and behaviors, like citizenship behaviors, satisfaction, commitment and social support (Sun, Aryee& Law, 2007; Takeuchi, Lepak, Wang & Takeuchi, 2007; Lio, Toya, Lepak& Hong, 2009; Kehoe & Wright, 2013; Takeuchi, Chen & Lepak, 2009). The definition of human resource system according to Lado and Wilson (1994) is". . . as a set of distinct but interrelated activities, functions, and processes that are directed at attracting, developing, and maintaining (or disposing of) a firm's human resources."Auxiliary researcher contends that in investigating these individual level consequences of human resource management, one more critical factor is employee perception, though HR practices are not inevitably comprehend as deliberated because of variation in the definition and precedence (Liao et al., 2009; Kehoe & Wright, 2013; Nishii & Wright, 2007). Preceding research manifest that high performance human resource management

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raises employee's commitment to the organization (Whitener, 2001; Koster, 2011). In addition to this, numerous research focus on human resource management that contains plenty of practices, activities and settlements, which affect the link between employees and its organization (Paauwe, 2009), caused to boost workers innovative work behavior (Dorenbosch, Van Engen &Verhagen, 2005).

Designing an overall human resource structure is essential for the formation of a high quality association with their employees that positively affect workers attitude and increase innovative work behavior (Sun et al., 2007).Engagement includes a commitment and attachment related to performance on the job and provides a company a competitive edge (Bakker & Xanthopoulou, 2009). Baker, Albrecht and Leiter (2011) suggested that workers, which are more engaged probably performs more work through high levels of voluntary efforts when analogize to other workers that are disengaged. Nevertheless, it is visible that workers cannot remain engaged constantly in job; they always need some time and room for improvement (Bakker, Leiter, Albrecht & Albrecht, 2011). It is seen that workers, which are constantly engaged in their job encounter work-family disputes because they cannot allocate their rare resources such as time with their families (Halbesleben, Harvey & Bolino, 2009).On the other hand an employee feels indebted and wants to make an extravagant investment in the firm, when an organization applies a comprehensive HR infrastructure and offering a variety of HR process to their employees (Huselied, 1995). Politics in an organization is a component of social infrastructure (Abbas & Raja, 2014). There are different opinions of different researchers, some are in favour of politics considering as an essential element of organizational growth, but the majority of them said that politics has harmful effects on the organization. In past lots of research work has been done on its possible detrimental

effects. According to Change, Rosen and Levy (2009) Meta-analysis declares that the consequences of firm politics on the diversity of work outcomes differ and depend on culture and other circumstances. Recently, researchers have confronted mostly in discussing whether these HPWPs are suitable in the emerging and evolving countries (Collings, Demirbag, Mellahi &Tatoglu, 2010; Horwitz, Kamoche & Chew, 2002; Sun et al, 2007).

1.2RATIONALE OF THE STUDY

Throughout previous two decades, the study on human resource management has generally concentrated on the association among human resource management and organizational operational and financial performance (Abstein, Heidenreich & Spieth, 2014; Liao et al., 2009). It is speculated that HR infrastructure effects organizational efficacy by boosting workers job attitudes and stimulating positive behaviors (Abstein, Heidenreich & Spieth, 2014; Takeuchi et al., 2009). There are certain HR practices in the system that vary considerably and remain a cause of dispute (Abstein, Heidenreich & Spieth, 2014; Lengnick-Hall et al., 2009), therefore, there is an agreement on the overall theoretically proved HR systems. These practices should focus on enhancing workers ability, encouragement and opportunity to execute(Appelbaumm et al., 2000; Abstein, Heidenreich & Spieth, 2014; Kehoe & Wright, 2011).Progressively, scholars call for investigating workers perception of HR system to recognize the specific character of the association between HR systems and workers outcomes (Kehoe & Wright, 2011; Boon, Den Hartog, Boselie & Paauwe, 2011).A few number of researchers proposed that innovation can be attained by ensuring that all individuals of the firm are both interested to and have required skills to assist the change (Shipton, West, Dawson, Birdi& Patterson, 2006; Paton & McCalman, 2000). Regardless of mere

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existence of the HR system or management motive for implementation of the HR system, the experience which employees of an organization have with this HR system is probably more maneuvers employees' behavior (Liao et al., 2009; Adriana, Sven & Patrick, 2014).

1.3 THEORETICAL FOUNDATION

This study primarily builds on social exchange theory (Balue, 1964) and theory of heuristic fairness (Van den Bos & Lind, 2002) as overarching theories for the proposed model. Taking theoretical support from social exchange theory (Balue, 1964), this study proposes and investigates the underlying mechanisms of work engagement for the relationship of HPWPs and employee job outcomes including innovative work behavior and affective commitment. In order to check the moderating role of perception of organizational politics for the association of HPWPs and work engagement, researcher builds a theoretical foundation for the proposed hypothesis from the theory of heuristic fairness (Van den Bos & Lind, 2002).Empowerment, rewards and training, are the indicators of HPWPs which are investigated in this research work.

1.4RESEARCH GAP

Research work on workers perception of HR infrastructure is quite limited (Boon et al., 2011; Abstein, Heidenreich & Spieth, 2014). Boon and Kalshoven (2014) suggested that, in future, HRM studies should be conducted from the prospect of firm resources and demands. It has been said that employees of this era have disengaged that ultimately damage productivity. For this reason stakeholders are making more efforts to explore the drivers of employee engagement (Kumar & Sia, 2012). In today's knowledge-driven economy, it has become top priority in every organization to maximize

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innovative potential of the employees (Johnston & Bate, 2013).A firm can get competitive advantage by utilizing their employees' innovative ideas and initiatives because it leads to differentiation and enhancement of product or services (Kyoung Park, Hoon Song, Won Yoon & Kim, 2014).There is a research imperative to examine explicit HR practices, or blend of practices, which are connected with comparatively high innovation at the organization and employee level as well (Shipton, West, Dawson, Birdi& Patterson, 2006). Karatepe (2013) argued that assimilation of creative performance in the theoretical framework of further research would provide the clear picture of mediating role of workers engagement in the association between HPWPs and relative performance issue. This research work builds on various research work and aims to further investigate how and when HPWP's is related to organizational commitment and employees IWB through the underlying mechanisms of employee work engagement. Scholar contented that politics in the organization is perceived as organizational trauma that hamper the organizational members (Abbas & Raja, 2014).Kane-Frieder, Hochwarter and Ferris (2014)argued in their study that there is a demand to do more research in order to check how engagement evolve with the passage of time and how political conception effects work engagement's constructive consequences over time. Probably the experience of excessive politics over time is too strenuous for engaging employee's resource accumulation and thus ultimately they come to infer politics as an obstacle, there is scarce research available which investigates the long-term influence of politics perception on engaging employee's affective well fare and attitude at work.

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1.5 CONTRIBUTION OF THE STUDY

This study has made a contribution in the literature, by examining the effects of (HPWPs) on the employee job outcomes including: a) employee innovative work behavior; b) employee commitment. Moreover, this study also focused on examining the antecedents of work engagement. The development of the pragmatic position of social exchange as a structure for comprehension of the motivational foundations of workers attitude and behaviors reinforce continued research (Agarwal, Datta, Blake-Beard, & Bhargava, 2012). To address this call for research, this study examines the impact of work engagement as a mediator between HPWP's and job outcomes and also checks the perception of organizational politics as a hindrance stressor by investigating the moderating impact of perception of organizational politics on the relationship of HPWPs and work engagement.

1.6 PROBLEM STATEMENT

The current dilemma of an organization is the disengagement and low productivity of their employees. Therefore, business leaders have been investigating for research to distinguish the drivers of worker engagement. Today's dynamic environment demands to manage human resources of the companies more effectively and it emphasize the need for emerging proactive nature of the HR mission, because it's crucial to the success of organizations. As organizational politics is the part of social fabric of any organization, the transition should be from being reactive and prescriptive, to being proactive, descriptive, and executive. These industry issues and problems demand that companies should continually assess its internal processes and capabilities, to remain competitive.

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1.7 OBJECTIVES OF THE STUDY

This study has the following objectives:

1. To study the relationship of HPWPs (as manifested by Training, empowerment, performance based reward) on employee job outcomes, which include innovative work behavior, employee commitment, and work engagement.

2. To explore the underlying mechanism of work engagement for the relationship of HPWPs and job outcomes.

3. To explore the moderating impact of POP on the association of HPWPs and work engagement.

1.8 RESEARCH QUESTIONS

This research study has developed a framework that addresses the following critical questions:

1. Do the HPWPs (as manifested by training, empowerment, and performance based reward) positively relate to employee innovative work behavior (IWB)?

2. Do the HPWPs positively relate to employee Commitment?

3. Do the HPWPs positively relate to work engagement?

4. Does employee work engagement positively relate to employee job outcomes?

5. Does employee work engagement act as a mediator between the HPWPs and employee job outcomes?

6. Does the perception of organizational Politics (POP) act as moderator for the relationships of HPWPs and employee work engagement?

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1.9 SIGNIFICANCE OF THE STUDY

This study endeavors to check the effects of High performance work practices (HPWPs) on the employee job outcomes including: a) employee innovative work behavior; b) employee commitment; and c) work engagement. The development of the pragmatic position of social exchange as a structure for comprehension of the motivational foundations of workers attitude and behaviors reinforce continued research (Agarwal, Datta,, Blake-Beard, & Bhargava, 2012). This study checks the work engagement as an underlying mechanism between the HPWPs and job outcomes.

It also examines the role of perception of organizational politics on the relationship of HPWPs and work engagement in order to fulfill the social obligation of the country. They lead the organization towards progress and do endurable development inside the firm. As a consequence, the individuals in the firm are not satisfied and not dedicated to their work. This research paradigm is vital to address affairs related to the dilemma faced by HRM practices and the effects of those obstacles on the firm's outcomes. The study therefore has an academic value since no extensive study has been undertaken on this aspect of the problem. It may be helpful to the entrepreneurs, researchers, managers and policy makers, who aremaking serious endeavors to develop HRM.

1.10 ORGANIZATION OF THE STUDY

The study is divided into 5 chapters: Chapter1 provides an introduction to the study based on research problems, objectives and theoretical foundation: In chapter 2 detailed theoretical frameworks used in this study, extensive literature review about the key variables of interest i.e. HPWPs, work engagement, perception of organizational politics, innovative work behavior and affective commitment has been discussed. Chapter 3 describes the research methods i.e. data collection, sample size, demographics, approach used to test the hypotheses and also measures of the study. In Chapter 4 empirical results and statistical analysis have been provided. At the last Chapter 5 comprise the conclusion and managerial implication.

CHAPTER 2

LITERATURE REVIEW

Chapter 2 explains an overview of literature related with the variable of key interests and their relationships as well. It describes the past research work that have been done on the HPWPs, innovative work behavior, Affective commitment and Work engagement. Further explore the relationships of high performance work practices and job outcomes; mediating role of work engagement and check the interactive effects of perception of organizational politics and high performance work practices on work engagement.

2.1 HIGH PERFORMANCE WORK PRACTICES (HPWPs)

High-involvement HR practices commence with management principles and fundamental values that highlight the signification of workers as a cause of competitive advantage (Ma Prieto &Pilar Perez-Santana, 2014).HR practices that are the unions of distinct but interlinked practices serve simultaneously to regard employees with respect make investment in their well-being and for the attainment of firm goals to stimulate employee's collective behaviors (Huselid, 1995; Collins & Smith, 2006).Although distant composition of practices may be dependent on firm characteristics as reported by Jiang et al (2012a), a coherated high-involvement HR should evaluate the utilization of careful staffing, wide range of training, clear job description and flexible job task, performance based remuneration and motivation for participation (Ma Prieto & Pilar Perez-Santana, 2014).These are integrated HR practices and that is the reason ,theoretically it is considered aggregated as HR practices (Evans & Davis, 2005).Among the variety of definition of HR infrastructure, mostly HR practices are judge to have collaborative and performance enhancing consequences, if mutually they effects three major HR policy discipline

(Ma Prieto & Pilar Perez-Santana, 2014): (1) workers knowledge, potential and skills (2) determination and effort that motivate employee and provide them inspiration and encouragement; and (3) chances to contribute that enhance workers empowerment and obligation (Jiang et al., 2012a; Subramony, 2009; Kase et al., 2009).Consistent with previous research, worker performs well because they have necessary skill, abilities, knowledge, inspiration from sufficient inducement of resources and freedom of expression (Subramony, 2009).

Particularly, HPWPs are demonstrated thoroughly as management's synchronous priority for rewards, empowerment and training. Empowerment and training initiatives depicts that organization consider them their strategic partners for the success and survival of the firm and are acknowledge their worth for the organization (Takeuchi, Lepak, Wang & Takeuchi, 2007).The existence of favorable rewards encourages workforce to bargain with client petition and troubles effectively (Babkus et al., 2003).A precise investigation of the present literature advocates that training, rewards and authority are in Pfeffer's (1998) important catalog of valuable practices for supervising employees and have been acknowledged in the prime six HR practices (Boselie, Dietz & Boon, 2005). Such HPWPs have been manifested amongst the extremely vital indicatorof administrations dedication to service quality (Babakus et al., 2003; Kim et al., 2009).Nonetheless, giving authority to workers without training initiative would not cultivate desired results or training workers without authority for effectual complaint management would be pointless (Karatepe, 2013).Training and power delegation should come with rewards, as trained and authorized workers should achieve sufficient rewards for treating clients and handling with a dissatisfied client effectively (Kim et al, 2009; Yavas et al., 2010). Combs et al., (2006) suggested in his

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study that HPWPs (e.g, Training, empowerment & rewards) boost employee's awareness, skills and potential and inspire them to approach high level of efficiency. Performance based reward, training and empowerment are regarded as a valuable managerial connotation for business practices (Chiang & Birtch, 2011; Henry et al., 2004; Karatepe & Olugbade, 2009; Karatepe & Uludag, 2007; Kusluvan et al., 2010).

2.2 HIGH PERFORMANCE WORK PRACTICES AND INNOVATIVE WORK BEHAVIOR

Most of the scholars investigated management interrelated features in promoting innovation has tackle the role of various human resource practices as evidences by the firms that provide training and workers involvement practices, flexible work schedules ,also provide them different job assignment, empowerment, pay for performance and are designated by human resource workability indication high level of innovation (Shipton, West, Parkes, Dawson & Patterson, 2006). HR practices aim to support exploratory research and proposed to exploit the current knowledge (team work, evolution, recruitment, training and contingent compensation) associated considerably to innovation in merchandize and technical framework (Shipton et al., 2006). Providing sufficient empowerment to employees is one of the critical factors for comprehensive HR system, because the workers that value empowerment on higher rank than time allotment or self-evolution of their work done are probably encounter more opportunities to make contribution in workplace and hence satisfied more than others (Batt, 2002). Employee's capability to perform and satisfaction could be enhanced by the inclusion of appropriate training opportunities in system (Dysvik & Kuvaas, 2010). A comprehensive HR system that enhance reciprocation

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with positive behavior can be determined by firm offering opportunities of training courses and furthermore providing training initiatives to their employees (Abstein, Heidenreich &Spieth, 2014). There is a strong and significant relationship between bundled of high resource management practices and innovative work behavior as suggested by Laursen and Foss (2003). Hence the depiction appears that training was positively associated with prospect of innovation (Maura, Thomas & Ronan, 2014). Training that was oriented for the attainment of fit between employee skills, individual needs at firm and individual level as manifested by training variable (Sheehan, Garavan & Carbery, 2013) and consequently a much more refined measure besides those used in other past research work on innovation. Jong and Hartog in 2010 reported a research work and found that empowerment and freedom were significantly associated to a variety of innovative behaviors such as "generation, implementation and testing" for the 399 middle managers from a German organization.

Krause (2004) reported that human being is more probable to immerse in innovative behaviors, as freedom and empowerment boost their perception of being in control to modify their situation and to take relief to expected performance disparity. Individuals most probably are innovating there they get enough empowerment and control, so they can do work by utilizing innovative ideas and do things in more refined ways (West, 1987; Nicholson & West, 1988). Abbey and Dickson (1983) frequently cited in his research work of innovative performance between R&D section, just two of them among the ten universal work-climate dimensions investigated, performance-reward reciprocity and flexibility and empowerment, besides these continual training, it directs promotion of exploratory study and exploitation of present knowledge (Shipton et al., 2006), which direct to improve in creative reasoning and evolution of

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innovative thoughts, hence increasing IWB. They said that HPWPs may cause to improve employee's abilities, knowledge and inclined towards IWB. Similarly current research conducted by Fu, Flood, Bosak, Morris and O' Regan (2015) argued that HRM practices like focused training programs and granting rewards to those who generate innovative ideas would direct employees to IWB. They said that HPWPs may cause to improve employee's abilities, knowledge and inclined towards IWB. Ma Prieto and Pilar Perez-Santana (2014)argued supportive work environment that encourage IWB has been created through the social exchanges that exists between line managers, staff and between employees may also effected by high involvement HR practices. Comprehensive the HR infrastructure is anticipated, the higher innovative work behaviors suggested by Abstein, Heidenreich and Spieth (2014). Hence based on the social exchange theory (Blaue, 1964), this study test the following Hypothesis:

H1: *Employees perceptions of HPWPs (as demonstrated by rewards, empowerment and training) are positively associated to employee Innovative work behavior (IWB).*

2.3 HPWPS AND AFFECTIVE COMMITMENT

Organizational performance in some way obtained through the high-performance infrastructure accommodating HR practices (Boxall & Macky, 2009). Arthur in 1994 define the high-commitment HRM as aims to develop dedicated workers who are trustable and can use their delicacy to do job responsibilities in ways that are congruous with organizational goals. High commitment HR practices caused the creation of long lasting association among the organization and employees because it emphasis on internal growth and invigorating organizational commitment (Tsui,

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Pearce, Porter & Tripoli, 1997; Arthur, 1994; Lepak& Snell, 1999, 2002). Arthur (1994) and Whitener (2001) reported in their research work that these HR practice creates an atmosphere in which workers feel dedicated and put their efforts to accomplish organizational targets, and convey that employee concerns are apprehend seriously (Guzzo& Noonan, 1994;Gould-Williams, 2003) throughout HR Practices there are e.g. continual training, focused learning environment, productive feedback process, job security, rotation of position, variable pay, considerable benefits collection (Whitener, 2001; Lepak & Snell, 2002). HR practices convey intimation to the workers and can be viewed as demonstration of the organization (Guzzo &Noonana, 1994), which worker interprets on their own way (Den Hartog, Paauwe & Boselie, 2004).How workers anticipate HR practices is probably to be more strongly associated with their attitude as compared to authentic HR practices, while individuals do not behave to their definite "objective" atmosphere, but preferably to their (idiosyncratic) anticipation of it (Nishii & Wright, 2007;Purcell & Hutchinson, 2007; Guest, 1999).

Thus researcher focuses on workers perception of high-commitment HRM and their association with the firm commitment. Meyer, Allen and Smith in (1993) argued that commitment with the organization is as "a psychosomatic state that (a) characterizes the workers association with the firm and (b) has connotation for the assessment to persist or terminate membership in the institute". Particularly researcher emphasis on affective commitment of the firm, because HRM focus to reinforces affective devotion (Gould-Williams, 2003; Arthur, 1994). So far, on the basis of social exchange theory (SET) (Blau, 1964) this study has tested the following Hypothesis:

H2: *Employees' perceptions of HPWPs (as demonstrated by rewards, empowerment and training) are positively associated to the employee affective commitment.*

2.4 WORK ENGAGEMENT

The research work on work engagement is evolving (Sonnentag, 2011). Every year, sufficient empirical research wok on engagement has been published (e.g.Schaufeli, Bakker & van Rhenen, 2009; Maslach & Leiter, 2008; Bakker &Xanthopoulou, 2009) the revised volumes catch the attention of scientific society (Bakker, Schaufeli, Leiter & Taris, 2008; Albrecht, 2010; Bakker & Leiter, 2010).The growing attention in work engagement off course does not happen in speculation. It could be observed in the background of the extensive domain of positive firm behavior (Nelson & Cooper, 2007) and positive organizational scholarship (Cameron, Quinn & Dutton, 2003) that emphasis on the positive facets of the firm life. Exploration in the field of engagement has executed in a variety of revised volumes (e.g., Bakker & Leiter, 2010), whereas there are various approaches of engagement but three of them have captured the researcher interest (Fairlie, 2011). Vigor indicates to' high-level of energy and cognitive resilience at work place'; Dedication concern 'an extreme attachment in one's job and feeling of significance and pride'; Absorption includes 'fully vagarious and happily immersed in one's job (Schaufeli et al., 2006). Khan (1990) have done qualitative research work on three basic psychological states (safety, availabilities &meaningfulness) of individual engagement and disengagement at work place in which he interviewed summer camp consultant and employees of the organization.

Rothbard (2001, p. 656) defined engagement is "psychological existence" besides it contains two central elements "attention and absorption". Attention concerns "Cognitive convenience and the amount of time one spends for the assessment about a responsibility" albeit absorption "means being immersed in a responsibility and refers to the passion of one's focus on a job; Engagement is not an attitude, it is the degree to which an individual is conscientious and immersed in the performance of their jobs" (Saks, 2006).Mauno, Kinnunen and Ruokolainen (2007) argued that over a longer period of time individuals general level of work engagement is relatively stable. Rothbard (2001) reported two major facets of engagement(role attention and role absorption). May et al. (2004) gestated engagement is a process in which the employees engage himself/herself throughout the performance process, including the dynamic utilization of cognition, attitude and behaviors. Thus scholars have made the discrimination among cognitive, attitude and physical involvement. In practitioner literature the interpretation and definition of engagement lapping with the other constructs, whereas in academic literature, there are unique and distinct constructs comprising of cognitive, attitudinal and emotional variables related to employee performance (Saks, 2006). It is stipulated that engagement is an individual level component, if it does leads to business outcome, then it must first effects on individual-level product (Saks, 2006). Hence these can give a rational support for the engagement association with employees, prospective, behaviors and intentions subsequently company level outcomes such as productivity and growth (Saks, 2006).

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2.5 HPWPs AND WORK ENGAGEMENT

In this study HPWPs have indicators such as training, rewards and empowerment. Although, providing authority to workers in the absence of training agenda would not create the deliberate results or providing training to employees in the absence of empowerment for successful complaint management would be vain (Karatepe, 2013). To deal with the disgruntled clients efficaciously and for the serving of clients in the best way, employees of the firm need training, empowerment as well as adequate rewards (Yavas et al, 2010; Kim et al., 2009). Combs et al. (2006) argued employees motivate to reach a high level of productivity and improve their knowledge, skills and abilities through the HPWP's (training, empowerment & rewards). Besides inclusion of meaningful work a sense of return on investment can arise from the extrinsic rewards and recognition (Saks, 2006). Thus, one might apprehend that employees who perceived more rewards and recognition for their job performance will likely more engage themselves at work (Saks, 2006). Maslach et al. (2001) argued that appropriate reward and identification is essential for the engagement because inadequate rewards and recognition direct to burn out. So employee feels obligation and pay back to their employer by engaging themselves in their work. Combs et al in (2006) suggested that when HPWPs are applied in a collaborative way, then they reinforce and support mutually. Such a contention is also corroborating by internal fit (Karatepe, 2013). Walls and wood (2005) gave the internal fit point of view sum of their individual parts will be lesser as compare to their combined consequence. Consequently the training, reward and empowerment mutually generate synergy in the firm (Wall & Wood, 2005), stimulate workers engagement behavior (Hughes &Rog, 2008).Saks (2006) argued employee engagement can be comprehended in terms of social exchange

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theory as well. As SET (Balue, 1964) and inducement contribution theory (1954) contends, workers who find their firm actually finance in human resource via training, rewards and empowerment reimburse the firm through their work engagement. Therefore, this study has tested the following Hypothesis;

H3: *Employees perceptions of HPWPs (as demonstrated by rewards, empowerment and training) are positively associated to their work engagement.*

2.6 WORK ENGAGEMENT AND EMPLOYEE JOB OUTCOMES

2.6.1 Work engagement and Innovative Work Behavior

Past studies have acknowledged that engaged workers are extremely energetic, competent persons who exert impact over occasion that change their lives (Schaufeli et al., 2001; Bakker, 2009). Engaged employees generate their own pragmatic feedback, in the sense of admiration recognition and prosperity due to the fact that they have positive attitude and activity level (Bakker, Albrecht & Leiter, 2011). Employee's internal motivation and positive passion are key factors for the generation of greater engagement with the successful innovative process (Kyoung Park, Hoon Song, Won Yoon & Kim, 2013).

Amabile (1996) highlighted the role of intrinsic enthusiasm in the innovation procedure by discovering three aspects of creativity, "motivation, knowledge and skills". She has reported that motivation assist employees to turn into flexible, determined and ambitious. Multifold research work have also related motivation to

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innovation and emphasized that intrinsically inspired individuals are probably more effectively deal with the problems that they encounter and take a foresighted attitude to their job (Dulaimi et al., 2003; Zhang & Bartol, 2010; Cadwallader et al., 2010). For the survival of firm in the global competition and climatic vagueness, firm demand employees who do not only fulfill official job requirement, but also involve innovative activities (Janssen, 2000). The definition of Innovative work behavior is, the deliberate configuration, introduction, and appliance of latest ideas inside a work responsibility, group, or firm, in order to profit role performance, the group, or the firm (West & Farr, 1990). The prime feature of innovation in the long-lasting endurance of organization (Ancona& Caldwell, 1992) has triggered, continuous appeal among the social scholars and practitioners. In recent era few endeavors have been done to investigate the relationship among work engagement and inventive job attitude (Hakanen et al., 2008; Agarwal et al., 2012). Replicating past studies, this study has tested the following Hypothesis:

H4: *Work engagement is positively associated to employee innovative work behavior.*

2.6.2 Work Engagement and Affective Commitment

Cropanzano and Mitchell (2005) argued that with the reference of social exchange theory (Blaue, 1964) and inducement contribution model (1954) when two parties abide by the reciprocity rules then the outcome will be more unsuspicious, faithful relationship and mutual devotion between them. Hence people who persist to engage themselves, do so, for the reason that continuation of appreciative reciprocal exchanges. Consequently individuals that are more engaged credibly more loyal and high-quality association with their manger as well as report more constructive attitude and objective headed for the firm (Saks, 2006). Consistent with this statement regarding the inspirational function of job resources, manifold research work have exposed an optimistic association among job resources and work engagement (Halbesleben, 2010). For example in some longitudinal research among Finnish dentists representative, researchers examined that job resources comprising of professional contacts (interacting with social group), craftsmanship, long-lasting and immediate outcomes of job (seeing the best results of actions), impacted prospect work engagement, which in turn anticipated organizational commitment. Furthermore, there are few empirical studies that described the association among engagement and job outcomes (Saks, 2006).

The researcher explored that engagement positively linked with the firm commitment and negatively with the intent to leave; furthermore, it is also associated with job performance and citizenship behavior (Sonnentag, 2003; Schaufeli & Bakker, 2004). Yalabik, Van Rossenberg, Kinnie and Swart (2015) have discover that there is positive and significant relationship among work engagement and organizational

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commitment and using the reciprocity norm they argued that engaged worker are more committed towards their firm, customer and groups. Hence, replicating the past research works this study hypothesized that:

H5: *Work engagement is positively associated to the Affective commitment.*

2.7 HPWPs AND JOB OUTCOMES; MEDIATING ROLE OF WORK ENGAGEMENT

Albeit Khan's (1990) and Maslach et al (2001) theoretical frame work demonstrate the psychological state or precedent that crucial for engagement, but not completely elucidate why people will react to these situations with different level of engagement. Saks (2006) suggested that sound theoretical reasoning can be found from social exchange theory (SET) for the justification of employee engagement. The logic, why workers engage in discretional actions, for instance IWB and commitment towards organization can be illustrated on the bases of relational viewpoint (Ng et al., 2010). The employee–organization relationship is, an overarching term to explain the association among the worker and the firm (Shore et al., 2004). A HR infrastructure can be acknowledged as a firm strategy for regulating the service association (Sun et al., 2007), and could be favorable to innovative activities in many ways (Laursen& Foss, 2003).

Inducement contribution model (March & Simon, 1958) and SET (Blau, 1964) can be considered as theoretical infrastructure for the apprehensions of employee organization relationship. Levison (1965) argued that reciprocity is the basic function

of both theories: The contribution from one group is conditional upon earlier contribution of the other group. Social exchange theory advocates that employees who realize that their firm values them, probably they return with the positive actions (Cropanzano & Mitchell, 2005).Employees feel to contribute in the firm, incase when a firm applied a comprehensive HR infrastructure, contributing a broad range of HR practices (Huselid, 1995).The fundamental theme of the inducement contribution modelis, when employers provide incentives to their workers, and workers reciprocate in a constructive way for the success of organization by putting high effort and performance (Ng et al., 2010).Kuvaas and Dysvik (2010) argued that if the firm inducement manifest through the HR infrastructure, then employee contribution could be determined from the innovative work behavior (Kuvaas & Dysvik, 2010). Empirical studies showed that workers perceiving organizational support and admiration via HR practices counter with positive behaviors (Liao et al., 2009). A new comprehensive HR infrastructure is developed with the execution of more HR practices; hence more inducement for the employees by the firm will ultimately enforce the reciprocation with a positive action (Huselid, 1995; Cropanzano & Mitchell, 2005).There is a positive association among the satisfaction with human resource practices and IWB (Dorenbosch et al. 2005).

Additionally, scholars argued that employees that apprehend a comprehensive package of homogeneous HR practices immerse in innovative work behavior. SET theory advocate, when both parties follow the reciprocity order, the outcome will be more trustful and reliable and mutual commitments (Cropanzano & Mitchell, 2005). Hence, a comprehensive HR system enhances perceived inducements of the organization, making employees contribute in return to organizational success

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through higher IWB and commitment towards the organization. So this study has tested the following Hypothesis:

H6: *Work engagement mediates between the effects of employee perception of HPWPs (as demonstrated by rewards, empowerment and training) and job outcomes: (a) Innovative work behavior (b) Affective commitment.*

2.8 PERCEPTION OF ORGANIZATIONAL POLITICS

Perception of organizational politics is defined as, workers perceptions regarding the self-serving actions showed by the powerful members of the institute concerning manipulation of institutional rules and procedures to serve particular persons even at others expense (Kacmar & Ferrris, 1991; Abbas, Raja, Bouckenooghe & Darr, 2012)".The first conceptual model of POP proposed by Ferris, Russ and Fandt (1989),in which they explored the predecessor and outcomes of perceived politics. The fundamental assertion of perceived organizational is behaviors conditional upon the perception of reality (Lewins, 1936). Ferrris et al (1989) proposed a theoretical research work in which they encounter the organizational features (e.g.,span of control, delegacy of empowerment, centralization), job scenario and distinctive features contribute the individual's perceptions of politics in the organization, which in turn impacts the employee's job orientation and behavior. This was the initial effort for the conceptual of perceived organizational politics. Although the organizational politics have been reported as contumelious, dysfunctional and undesirable features of firm life linked with back-room negotiating and competing over rare resources (Buchanan & Badham, 2008). POP concerns to the employees' viewpoint that these

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behaviors describe their place of work, despite of the fact that, this is symbolic of objective reality (Ferris et al., 2002).

Changet al (2009) conducted a meta-analytical study and argued that politics POP are negatively associated to job satisfaction, affective commitment, performance and citizenship but positively related to intent to quit and job strain. But, overall politics perception has been classified as a strain-inducing stumbling block, apt of dangerous for goal achievement and individual success (Crawford et al., 2010), furthermore for infusing unpredictability ,dilemma and job unsureness (Lepine et al., 2005). Past research studies investigated a variety of relationships reported in Ferris et al. (1989) conceptual framework. There are three dimensions of organizational politics given by Ferris and Kacmar in (1992), namely go along to get ahead, general political behavior and pay and promotion policies.

2.9 HPWPs AND WORK ENGAGEMENT; MODERATING ROLE OF PERCEPTION OF ORGANIZATIONAL POLITICS

Albeit few disputation prevailing as to how perceived politics impacts on a multiple job outcomes, although there is consensus among scholars that perceived politics is normally dangerous for favorable job outcomes. Abbas and Raja (2014) argued that past research studies explored significant evidence on the destructive impacts of perceived politics on a wide range of job perspective and behaviors. Scholars have advocated that the environment in which perception of politics are high are responsible for the diversity of detrimental job outcomes, containing high stress and intent to quit and low employee satisfaction, dedication and employee efficiency (Allen, 1990;

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Mintzberg, 1983). It was formerly introduced by Lind and Tyler in 1992 (Van den Bos, Wilke & Vermunt, 1997), so as to Fairness heuristic theory is relevant with how employees respond to outcomes of their communication with authorities, and provide a forecast related to association between perceived fairness of methods ,fairness of consequences and receipt of results (Arnadottir, 2002) but consequently has been polished and advancement in the following significant empirical research (Van den Bos, Lind & Wilke, 1998; Van den Bos, Wilke, Vermunt &Lind, 1998).The fundamental premise of fairness heuristic theory are generally individual like to trust authorities, and look at how far they are for the reorganization of whether they can trust or not, during this process they get all available information related to procedural and distributive fairness. The theory furthermore upholds that formally fairness perception established, they provide as heuristic for an explanation of successive occurrence (Van den Bos, Vermont &Wilke, 1997).

Scholars came up with the finding that workers perception about the politics in the firm gets lower when they apprehend that the organization offered them sufficient career development chances; the rewards and acknowledgement were accordingly to the level of performance; and there was a perfect coordination and cooperation among work units (Parker, Dipboye& Jackson, 1995; Ferris et al. 1989). Consequently fairness depict a essential role in individual life, and considerable amount of research studies manifests that individual's beliefs, emotions, actions and behaviors are impacted greatly by whether they perceive, they have been considering fairly or unfairly; if individual perceives that he is fairly treated by the concerned organization then it will motivate them towards a positive outcomes, such as extra role citizenship behavior, higher probability of conflict prevention and resolution, high job satisfaction, higher level of

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organizational commitment (Van den Bos & Lind ,2004). Perception of politics should decline engaged peoples aspiration to do so, because for job performance the availability of resources and access becomes retard due to the persistence of organizational politics (Halbesleben & Wheeler, 2006) and obstruct the accrual of enviable rewards (e.g. appreciation, compensation) in reciprocity with employees contribution (Crawford et al., 2010). POP reduces the employee motivation level as well, so it detrimentally impacts on job related outcomes (Abbas & Raja, 2014). When firm policies and the allocation of rewards are politically applied, consequently employees decrease their involvement in job and dedication around the firm and increase the turnover intention (Abbas, Raja, Darr & Bouckenooghe, 2012; Chang, Rosen & Levy, 2009).

The performance standards and rewards structure are not clear for those organizations where ambiguous and uncertain job context exists due to the persistence of political environment (Rosen et al., 2006). Employees who perceive unjust treatment are more probably to leave their work, are rarely to cooperate, demonstrate a low level of self-confidence and excessive amount of job stress and overt and covert compliance, are more probably to commence litigation and might be start acting as anti-social ways (Van den Bos & Lind, 2002). When workers perceive favoritism, inequitable rewards and promotions are epidemic, and then they feel a high level of firm politics (Karatepe, 2013). So when in the organization the performance based rewards, training and empowerment would be seen as suspicious and not fair, reducing the positive effects of HPWPs on work engagement due to the presence of POP. Therefore, on the basis of the above discussion the following hypothesis suggested:

H7: *The positive relationship between Perceived employee HPWPs (as demonstrated by Performance based reward, Empowerment and training) and work Engagement becomes weaker / stronger as politics perceptions increase.*

2.10 THEORETICAL MODEL
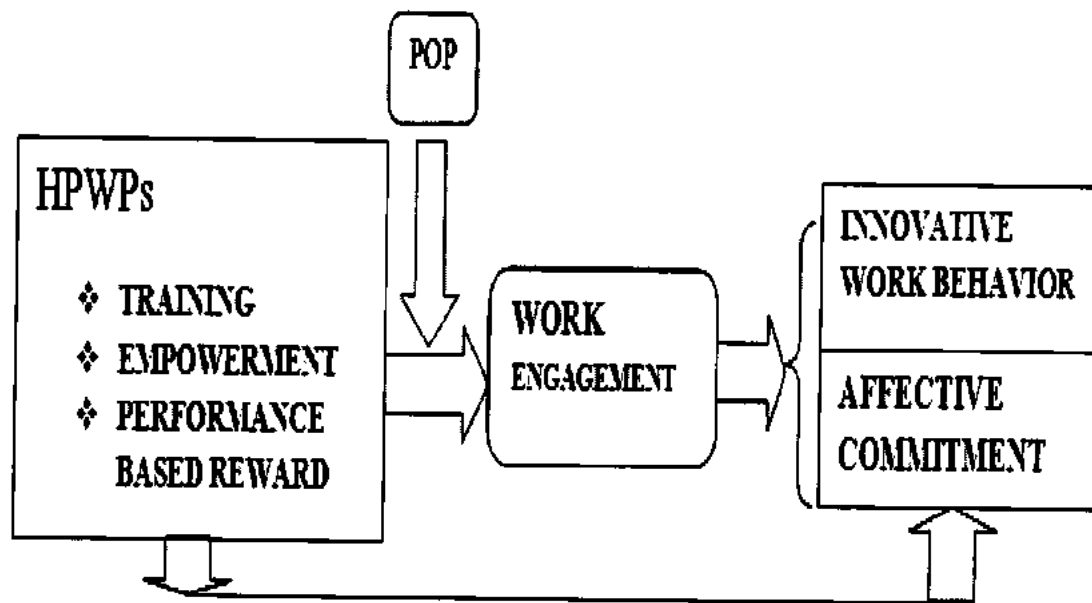
2.11 HYPOTHESES OF THE STUDY

H1: *Employees perceptions of HPWPs (as demonstrated by rewards, empowerment and training) are positively associated to employee Innovative work behavior (IWB).*

H2: *Employees' perceptions of HPWPs (as demonstrated by rewards, empowerment and training) are positively associated to the employee affective commitment.*

H3: *Employees perceptions of HPWPs (as demonstrated by rewards, empowerment and training) are positively associated to their work engagement.*

H4: *Work engagement is positively associated to employee innovative work behavior.*

H5: *Work engagement is positively associated to the Affective commitment.*

H6: *Work engagement mediates between the effects of employee perception of HPWPs (as demonstrated by rewards, empowerment and training) and job outcomes: (a) Innovative work behavior (b) Affective commitment.*

H7: *The positive relationship between Perceived employee HPWPs (as demonstrated by rewards, empowerment and training) and work Engagement becomes weaker/stronger as politics perceptions increase.*

CHAPTER 3

RESEARCH METHODOLOGY

This chapter provides research design, data collection, sample size, data analysis tools, control variables, research instruments etc. It also explain the independent variable, dependent variables, mediator and moderator variable of this research work.

3.1 RESEARCH DESIGN

This study is quantative in nature. The questionnaire based survey method was used in this research work because the researcher can easily collect lager amount of data as compared to interviews. Survey method is considered the cheapest way to collect the data. The survey was conducted in English because it is well understood as medium of language.

This was a cross-sectional study because data is collected at one point in time within two months. Participants have made the voluntary contribution for the conduction of survey and researcher gave them a cover letter assured respondent of strict secrecy by elucidation the purpose and scope of the research.

3.2 DATA COLLECTION

Data was gathered through field survey in across a variety of universities of Pakistan located in Islamabad, Rawalpindi, Sargodha, Lahore, and Faisalabad. Researcher distributed 400 questionnaire among them and 320 questionnaires are returned completely filled (response rate 80%) while only 307 were in form to consider for further analysis (response rate 76.75 %) received from full time employees.

3.3 SAMPLE SIZE

For the selection of sample size Roscoe (1975)suggested a rule of thumb, that sample size greater than 300 and less than 500 are suitable for the majority research (Sekaran, 2006).The population of our study is the management personnel of educational institutions of Pakistani universities located in Islamabad, Rawalpindi, Sargodha, Lahore, and Faisalabad.

Total respondent were 307 who participate enthusiastically in this research work. The respondent belongs to the following universities IIUI (102), NUST (20),AIOU (100), COMSATS (40), University of Sargodha (15), Punjab university (15), UET Lahore (7), GCUF (8) etc.The sampling technique applied in this research study was convenience sampling.

3.4 DATA ANALYSIS TOOLS

Data was examined by using descriptive statistics, correlation and linear regression analysis. SPSS software has been used for data analysis. Descriptive statistics were obtained for sample description. Correlation analysis conducted to find inter-correlation among study variables. Simple linear regression analysis and mediated regression analysis have used to test hypothesis. One-way ANOVA analysis is applied to check the effects of control variables for this study.

3.5 CONTROL VARIABLES

Monthly income, types of organization, designation, gender, age, tenure with the current organization, total experience and highest qualification questions were asked

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from the respondents but researcher have found the designation significant effects for IWB. Therefore the effect of designation was controlled in this study. Researcher have coded these variables from (1-5) in such a way that higher numbers correspondence to higher levels.

3.6 MEASURES

Innovative work behavior was measured through the peer rated innovative work behavior and all other measures were obtained from a "self-reported" questionnaire as self-reporting is believed to be more suitable for these measures. Researcher used 5-point likert (Likert R, 1932; Saunders, Lewis &Thoruhill, 2007) "strongly disagree= 1, Disagree=2, indifferent=3, Agree= 4, strongly agree= 5" scale. Following variables were used for the collection of data.

3.7 INDEPENDENT VARIABLES

3.7.1 HPWPs: These are used as independent variables in which includes training, performance based rewards and empowerment.

3.7.2 Training: Training is used as an independent variable in this study. It was measured by 6-item scale developed by Boshoff and Allen (2000) having reliability of 0.87. The sample item of this scale is 'Employees of this university receive training on how to serve students better".

3.7.3 Performance based reward: Performance based reward is used as an independent variable in this study. It was measured by 5-item version developed by Boshoff and Allen (2000) having reliability of 0.83.The sample item of this scale is "Employees in this university are rewarded for serving students well".

3.7.4 Empowerment: Empowerment is used as an independent variable in this study. It was measured by 5-item scale developed by Hayes (1994) having reliability of .85. The sample item of this scale is "I have a lot of control over how I do my Job".

3.8 MEDIATOR VARIABLE

3.8.1 Work Engagement: Work engagement is used as a mediator in this study. It was calculated by 9 item version of the Ultrecht work engagement scale (UWES) (Schaufeli, Salanova&Bakker,2006), having reliability of 0.90.The UWES item reflect three underlying dimensions, which were measured with three items each: dedication (e.g. I am enthusiastic about my job); absorption(e.g. I get carried away when I am working) and Vigor(e.g. at my work, I feel bursting with energy).All items score on a scale ranging from 1)never to, 7) always.

Furthermore the internal consistencies of the three subscales are adequate and good in every research study (Bakker, Albrecht &Leiter, 2011; Balducci, Fraccaroli, & Schaufeli, 2015).

3.9 MODERATOR VARIABLE

3.9.1 Perception of Organizational Politics: POP is used as a moderator in this study. It was calculated using 12 items scale (Kacmar& Ferris, 1991). The sample item is' One group always their way'. It was measured on a 5-point scale ranging from "strongly agree" to "strongly disagree." Approximate reliability for this scale was 0.70.

3.10 DEPENDENT VARIABLES

3.10.1 INNOVATIVE WORK BHAVIOUR: Innovative work behavior is used as a dependent variable in this study. It was calculated through 6-items scale for workforce IWB constructed by Janssen's (2001).Kanter's (1988) research work on innovation stages provides the foundation of this scale because it covers approximately all essential stages of individuals' IWB. Idea realization, idea generation and idea promotion are the three dimensions of IWB, even though they are distinctive but highly interrelated to each other. Sample items include "Acquires approval for innovative" and "Generates original solutions to problems". IWB reliability was $\alpha = 0.88$ in this study.

3.10.2 AFFECTIVE COMMITMENT: It is used as a dependent variable in this study. It was measured by eight item scale (Allen & Meyer, 1990). The representative items for this scale are "I enjoy discussing this organization with people outside it" and "this organization has a great deal of meaning for me". These measures were

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scored on a 5-point scale ranging from "strongly agree" to "strongly disagree". In this study the approximate reliability of this scale was 0.87.

3.11   PROCEDURE

1. Questionnaire coding

2. Data entering in SPSS software

3. Descriptive statistics

4. Correlation analysis

5. Regression Analysis

CHAPTER 4

RESEARCH FINDINGS AND DISCUSSION

This chapter provides the demographic statistic, descriptive statistic, correlation analysis, regression analysis of direct relationships, mediation analysis, moderation analysis, moderation analysis via graphical representation, and discussion of the study.

4.1 DEMOGRAPHIC STATISTIC

The respondents include 39.1% female, 60.9% male and have average age is 45 years old and mean tenure with the organization was 1.94 years (s.d=1.48), job nature ranging from faculty members to academic staff position. Researcher has taken the respondent with level of education from graduation to receiving Ph.D/post doc. Among them 12.4% have Ph.D/Post doc, 38.4 % have M.Phil, 37.8 % have master degree, and 11.4% graduates.

4.2 DESCRIPTIVE STATISTICS &CORRELATION

The descriptive statistics and correlation among variables has been presented by Table no.1. The correlation shows the level of association between the variables. There is positive association between perceived reward and the following variable: Innovative work behavior, affective commitment and work engagement, and their correlations are .21**, .27** and .28** respectively.

Training is positively associated with Innovative work behavior, affective commitment and work engagement and their correlations are 0.13*, 0.24**, 0.21** proportionately. Similarly Perceived empowerment is positively related to the:

Innovative work behavior, affective commitment and work engagement and correlation among them are, 0.18**, 0.12*, 0.19** correspondingly. Whereas

Table: 1

Correlation, Reliability of the variables, mean, stander deviation

Variables	Mean	s. d	1	2	3	4	5	6	7
Reward	3.04	.90	(.87)						
Training	2.86	.92	.59**	(.91)					
Empowerment	3.28	.81	.30**	.30**	(.82)				
Politics	3.14	.75	-.18**	-.26**	-.18**	(.91)			
IWB	3.45	.65	.21**	.13*	.18**	.02	(.87)		
Effective Commitment	3.35	.60	.27**	.24**	.12*	-.23**	.22**	(.75)	
work engagement	3.74	.55	.28**	.21**	.19**	-.06	.38**	.40**	(.82)

n_ 307; HPWPs=high performance work practices; IWB=Innovative work behavior; alpha reliabilities are given in parentheses; Designation is control variables "*p <.05, **p <.01, ***p <.001"

there is a negative correlation among the politics and HPWPs, such as reward, training, empowerment, effective commitment and work engagement, and their correlation are -0.18**, -0.26**, -0.18**, -0.23, -0.06 respectively. The mean value and standard deviation for the variables of the study are; reward (mean=3.04,s.d=.90),training (mean=2.86, s.d=.92), empowerment (mean=3.28, s.d=.81), politics (mean=3.14,s.d=.75), innovative work behavior (mean=3.45, s.d=.065), effective commitment (mean=3.35, s.d=.60) and work engagement (mean=3.74,s.d=.55). Reliabilities are mentioned in the parenthesis.

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4.3 REGRESSION

Table: 2 Regression analysis HPWPs, Work Engagement and Job Outcomes

Predictors	Work engagement			IWB			Affective commitment		
	B	R²	ΔR²	B	R²	ΔR²	B	R²	ΔR²
Main effects:									
HPWPs									
Step 1									
Control variables		.02			.00				--
Step 2									
Reward	0.12***	.10	0.08***	.75***	0.05	0.05***	.18***	.07	.07***
Training	.13***	.58	.040***	.90*	.18	.16*	.16***	.06	.06**
Empowerment	.17***	.06	.04***	.15***	.004	.03***	.09*	.01	.01*
Main effects:									
work engagement									
Step 1									
Control variables					.00				--
Step 2									
work engagement				.45***	.14	.14***	.44***	.16	.16***

n_307; HPWP=high performance work practices; IWB= Innovative work behavior; Designation is control variables; "*p <.05, **p <.01, ***p <.001"

4.4 ANALYSIS (Direct Relationship Analysis)

We have performed several hierarchical linear regression analyses to test the hypothesis in all the regressions and designation was entered as a control variable in the first step.

4.4.1 Innovative work behavior

The hypothesis *"Employees' perceptions of HPWPs (as demonstrated rewards, empowerment and training) are positively associated to employee Innovative work behavior (IWB)"*

The hypothesis predicts that reward, Training and empowerment are positively linked with IWB. To test these prediction we regressed the innovative work behavior on perceived reward, training and empowerment (see table.2).Reward ($\beta=0.75***$, $p<0.001$, $\Delta R=0.05***$) is a significant predictor of IWB, confirming the Hypothesis:

1a: *"Employees perception of HPWP (Reward) is positively associated to employee Innovative work behavior"*.

Training ($\beta=.90*$, $p<0.05$, $\Delta R=0.16*$) is positively associated with the innovative work behavior, supporting the Hypothesis **2a**:

"Employees perception of HPWP (Training) is positively associated to employee IWB".

Similarly third component of HPWP, empowerment ($\beta=.15***$, $p<0.001$, $\Delta R=0.03***$) is also positively related with the IWB, and support the hypothesis,

3a: *"Employees a perception of HPWP (Empowerment) is positively associated to employee Innovative work behavior"*.

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Work engagement ($\beta=0.45$***, p<0.001, $\Delta R=0.14$***) is positively associated to IWB hence the hypothesis,

H4: *"Work engagement is positively associated to employee IWB"* has confirmed.

4.4.2 Affective Commitment: The Hypotheses predict that *"HPWPs (reward, training, empowerment) and work engagement are positively associated with the affective commitment"* As shown from Table.2 to test these hypotheses we have run several hierarchical regression analysis and came out with these results Reward ($\beta=0.18$***, p<0.001, $\Delta R=0.07$***) is significantly related with the affective commitment, Training ($\beta=0.16$***, p<0.001, $\Delta R=0.06$***) is positively linked with the affective commitment, and Empowerment ($\beta=0.09$*, p<0.001, $\Delta R=0.14$*) is positively associated with the affective commitment, hence the hypotheses

H2: *"Employees' perceptions of HPWPs (as demonstrated rewards, empowerment and training) are positively associated to the employee affective commitment"* have been confirmed. Further work engagement ($\beta=0.44$***, p<0.001, $\Delta R=0.16$***) is positively associated with the affective commitment.

H5: *"Work engagement is positively associated to the affective commitment"*.
Hence the hypothesis has been confirmed.

4.4.3 Work Engagement: The hypothesis predicts that HPWP is positively linked with the work engagement (see table.2). As shown by the table reward ($\beta=0.12$***, p<0.001, $\Delta R=0.08$***) is positively linked with the work engagement, Training ($\beta=0.13$***, p<0.001, $\Delta R=0.04$***) is positively linked to the work engagement,

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empowerment ($\beta=0.17^{***}$, p<0.001, $\Delta R=0.04^{***}$) is also significantly related with the work engagement, hence the hypotheses,

H3: *"Employees' perceptions of HPWPs (as demonstrated rewards, empowerment and training) are positively associated to their work engagement"* has been confirmed.

4.5 MEDIATION ANALYSIS

Hypothesis 6 state that work engagement mediates the association among perceived HPWPs (Training, empowerment and reward) and two jobs out comes (IWB & Affective commitment). Table 3, and 2 regression results indicates that perceived HPWPs are significant predictors of work engagement as well as two job outcomes (IWB & affective commitment). For the confirmation of mediation effects of work engagement, researcher regressed the two job outcomes on HPWPs and work engagement together. As depicted from table no.3, for **H6a:**

"Work engagement mediates between the effects of employee perception of HPWPs (as demonstrated rewards, empowerment and training) and Innovative work behavior."

While controlling the effects of work engagement, researcher have found the substantial mediation because there is a considerable reduction in the effect size of HPWPs for the IWB as Reward ($\beta=0.75^{***}$, p<0.001, $\Delta R=0.05^{***}$) to ($\beta=.08^{*}$, p<0.05, $\Delta R=0.01^{*}$), full mediation in case of Training ($\beta=.90^{*}$, p<0.05, $\Delta R=0.16^{*}$) to ($\beta=-.38$, p<0.05, $\Delta R=0.003$), partial mediation in case of empowerment ($\beta=.15^{***}$, p<0.001, $\Delta R=0.03^{***}$) to ($\beta=.09^{*}$, p<0.05, $\Delta R=0.12^{**}$).

Table 3: Mediator Regression analysis HPWPs& outcomes

Mediator (Work engagement)	IWB			Affective commitment		
	B	R^2	ΔR^2	B	R^2	ΔR^2
Mediation 1:						
Step 1						
Control variables	.00			--		
Step 2						
work engagement	.41***	.14	.14***	.38***	.16	.16***
Step 3						
Reward	.08*	.15	.01*	.11**	.18	.03**
Mediation 2:						
Step1						
Control variables	.00			--		
Step 2						
Work engagement	.44	.14	.14	.40***	.16	.16***
Step3						
Training	.04	.15	.00	.11**	.19	.03**
Mediation 3:						
Step1						
Control variables	.00			--		
Step 2						
work engagement	.42	.14	.14	.43***	.16	.16***
Step3						
Empowerment	.09	.16	.01	.03	.16	.00

n_ 307; job designation was control variables; "*p <.05, **p <.01, ***p <.001"

Similarly for **H6b**: *"Work engagement mediates between the effects of employee perception of HPWPs (as demonstrated rewards, empowerment and training) and Affective commitment".*

Researcher have found the considerable reduction in the effect size of HPWPs for the affective commitment while controlling the effects of work engagement; partial mediation in case of Reward (from $\beta=0.18$***, $p<0.001$, $\Delta R=0.07$***) to ($\beta=0.11$**, $p<0.01$, $\Delta R=0.03$**) and Training (from $\beta=0.16$***, $p<0.001$, $\Delta R=0.06$*** to ($\beta=0.11$**, $p<0.01$, $\Delta R=0.03$**) full mediation in case of Empowerment (from $\beta=0.09$*, $p<0.001$, $\Delta R=0.14$*) to ($\beta=0.03$, $p<0.01$, $\Delta R=0.00$). Hence these results confirm the hypothesis H6 (H6a & H6b).

4.6 MODERATION ANALYSIS

Moderated regression analysis was applied to investigate the interactive effects of HPWPs and POP on work engagement. In the first step designation is used as a control variable and in the 2nd step POP entered along with the HPWPs. At the end the interaction terms between HPWP and POP were entered.Table.4 depicts the interaction term between perception of organizational politics with Training ($\beta=-0.12$**, $p<0.01$, $\Delta R=0.03$**) and Empowerment ($\beta=-0.10$*, $p<0.05$, $\Delta R=0.01$*). Hence the hypothesis7 has been confirmed.

H7: *"The positive relationship between Perceived employee HPWPs and work Engagement becomes weaker /stronger as politics perceptions increases".*

Table 4: Moderator Regression analysis HPWPs & work engagement

Predictors	work Engagement		
	B	R^2	ΔR^2
Moderator(POP)			
Moderation.1			
Step 1			
Control variables		.018	
Step 2			
Training	.12*		
POP	-.01	.06	.04
Step 3			
Training ×POP	-.12**	.08	.03**
Moderation.2			
Step 1			
Control variables		.02	
Step 2			
Empowerment	.15		
POP	-.01	.06	.04
Step 3			
Empowerment ×POP	-.10*	.07	.01*
Moderation.3			
Step 1			
Control variables		.018	
Step2			
Performance base reward	-.17***	.10	.082
POP	-.008		-.006
Step3			
Reward ×POP	-.060		

*n_ 307; control variable was job designation. ** p< 0.01, .* p< 0.05*

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Moreover in graphical representation in fig (1 & 2) show that there are partial moderating effects between perceived HPWPs (training& Empowerment) and perception of politics. Because interaction terms were significant, to check the further the nature of moderation graphs were plotted. As in the hypothesis it was suggested that relationship between HPWPs (Training& Empowerment) and work engagement is weaker when there is high perception of politics in the firm as compared to when there is low perception of politics.
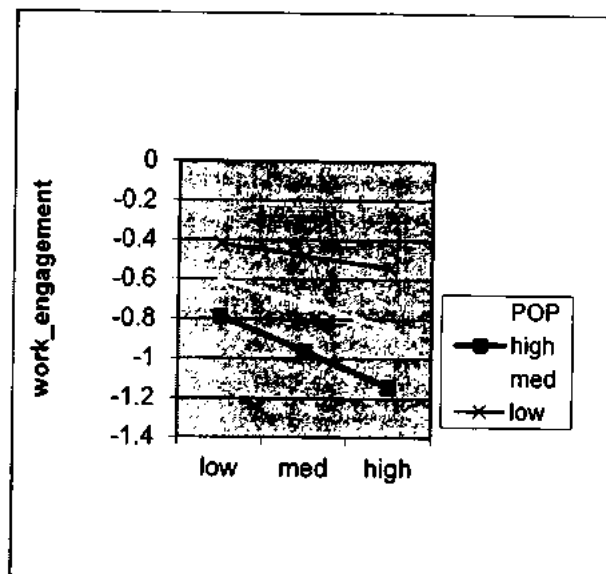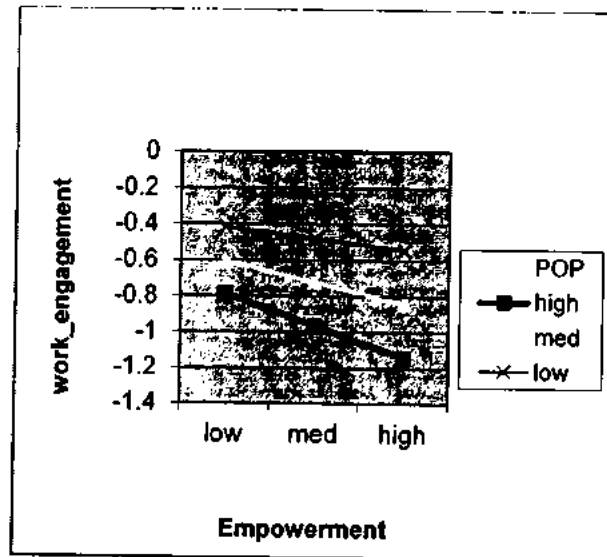
Graphical representation show the reverse direction. The relationship between the HPWS (Training and empowerment) and work engagement is stronger when POP high. So the partial moderation was found in the relationship.

4.7 DISCUSSION

The outset of this study is researcher tries to high light the ways in which HPWPs are associated with the employee's job outcomes. In response to calls for studies investigating the HPWPs in the context of their execution within a broader organizational perspective (Karatepe 2013, Kane-Frieder, Hochwarter& Ferris, 2014), researcher have explored the underlying mechanism of work engagement between the association of HPWPs and job outcomes, as well as checking the moderating role of POP for the relationship of HPWPs and work engagement. The results show that HPWPs boost the workers IWB and affective commitment to the organization through

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the underlying mechanism of work engagement. Hence the following Hypothesis has been confirmed.

H6: *Work engagement mediates between the effects of employee perception of HPWPs (as demonstrated rewards, empowerment and training) and job outcomes: (a) Innovative work behavior (b) Affective commitment*

Furthermore if politics is prevailing in an institution then it causes to decrease the employees work engagement although the HPWPs are present. But because of negatively perceiving politics, it will deteriorate the employees work engagement that will hamper the organizational productivity and success. Hence the following Hypothesis has been confirmed,

H7: *The positive relationship between Perceived employee HPWPs (Training & Empowerment) and work Engagement becomes weaker/ stronger as politics perceptions increase.*

The researcher failed to find the moderating impact of perception of organizational politics for the relationships of performance based reward and work engagement. This is due to the reason that author used the self-reported data of politics or people are hesitant to provide the accurate information, or insufficient sample size, or there may be other cultural aspects that needs to be discovered.

By utilizing the sample of Pakistani universities faculty members and academic staff, it is an empirical contribution in educational literature as well. Generally Researcher

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has found support for most of her proposed hypotheses. In addition researcher has found the consistent evidence for (Hypotheses 1, 2 & 3).

H1: *"Employees' perceptions of HPWPs (as demonstrated rewards, empowerment and training) are positively associated to employee Innovative work behavior (IWB)".*

Hypothesis H1 has been confirmed in this study. If comprehensive the HR infrastructure is anticipated, then there is probability of higher innovative work behaviors (Abstein, Heidenreich & Spieth, 2014). Furthermore supportive work environment that encourage the employees for innovative work behavior has been created through the social exchange perspectives between the employer and employee. The result of the first hypothesis is consistent with the previous studies conducted by Sheehan, Garavan and Carbery (2013).

H2: *"Employees' perceptions of HPWPs (as demonstrated rewards, empowerment and training) are positively associated to the employee affective commitment".*

Second hypothesis has also confirmed in this study, researcher has found the positive relationship between HPWPs and affective commitment. If employee perceive that his concerned organization are investing in the high performance work practices such as training, performance based reward and empowerment then he will reciprocate with the positive attitude (show high commitment with the company). This finding is consistent with the past literature (Gould-Williams, 2003; Arthur, 1994).

H3: "Employees *perceptions of HPWPs (as demonstrated rewards, empowerment and training) are positively associated to their work engagement*".

Researcher has found the positive association between the HPWPs and work engagement so the third hypothesis has been confirmed and this result is consistent with the work of previous scholars' i.e. (Saks, 2006). If employees perceived more reward, recognition, empowerment for their performance then they will show more work engagement because inadequate rewards and recognition direct to burn out. By replicating the previous research studies an empirical contribution to the existing literature by obtaining the positive impact of work engagement on IWB.

H4: "*Work engagement is positively associated to employee IWB*".

The result of fourth hypothesis is similar to the previous scholar studies (Hakanen et al., 2008; Agarwal et al., 2012).

H5: "*Work engagement is positively associated to the Affective commitment*".

Fifth hypothesis has also confirmed in this research work and this result is consistent with the existing literature (Sonnentag, 2003; Schaufeli& Bakker, 2004). Furthermore, there are few empirical studies that described the association among engagement and job outcomes (Saks, 2006).Although we have the same opinion with the McKinley (2010) who said that, after the first empirical test the examination should not interpreted complete, whereas there is greater empirical validity for the repeated testing and replication because it gives more accurate explanation.

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CHAPTER 5

CONCLUSION& MANAGERIAL IMPLICATIONS

Chapter 5 provide the brief summary of the research work and define what are the results of the study, which hypotheses are accepted and which are not accepted, reasons of acceptance and rejection, managerial implication, future prospects of the research work and new direction and some limitation of this research work as well.

5.1 CONCLUSION

This study has made the contribution to the debates around the role of HPWPs effecting on employee job outcomes. Scholar used the social exchange (Balue, 1964) and heuristic fairness theory (Van den Bos& Lind, 2002) as overarching theories for this research work. This study is trying to address the call for research and contribute to the literature. The current dilemma of an organization is the disengagement and low productivity of their employees. Today's dynamic environment demands to manage human resources of the companies more effectively and it highlights the need for a growing proactive nature of the HR function, because it's crucial to the success of organizations. Hence researcher investigated the underlying mechanism of Work Engagement among the relationships of HPWPs and job outcomes (IWB, affective commitment) with the theoretical support of social exchange. This is consistent with the central theme of social exchange view that shows if firms are able to generate the environment of reciprocity will elicit productive employee attitudes and behaviors.

So the hypothesis **H6**: *Work engagement mediates between the effects of employee perception of HPWPs (as demonstrated by rewards, empowerment and training) and job outcomes: (a) Innovative work behavior (b) Affective commitment"* have been confirmed by this study.

It is revealed from this study that in the presence of work engagement, HPWPs works more effectively to generate productive employees work attitude and behavior i.e. innovative work behavior and affective commitment.

Furthermore under the umbrella of heuristic fairness theory, this study illuminates the moderating role of perception of politics for the relationship of HPWPs and work engagement first time in Pakistan. Because perception of organizational politics have been classified as a strain-inducing stumbling block, apt of dangerous for goal achievement and individual success. This study argued that politics negatively perceived by the employees working in Pakistan higher education institutions. Perception of politics should decline engaged peoples aspiration to do so, because for job performance the availability of resources and access becomes retard due to the persistence of organizational politics(Halbesleben & Wheeler, 2006) and obstruct the accrual of enviable rewards (e.g. appreciation, compensation) in reciprocity with employees contribution (Crawford et al., 2010). Currently Abbas and Raja (2014) argued that politics detrimentally impacts on the job outcomes.

Hence, Hypothesis **H7**: *The positive association between Perceived employee HPWPs and Work Engagement becomes weaker / stronger as politics perceptions increase"* has been confirmed in this research work.

By replicating the past research work this study contribute to the existing literature of HPWPs (training, empowerment, performance based rewards), work engagement, innovative work behavior and affective commitment. All the following direct relationships are also confirmed by this research work.

H1: *Employees perceptions of HPWPs (as demonstrated by rewards, empowerment and training) are positively associated to employee Innovative work behavior (IWB). "*

H2: *Employees perceptions of HPWPs (as demonstrated by rewards, empowerment and training) are positively associated to the employee affective commitment. "*

H3: *Employees' perceptions of HPWPs (as demonstrated by rewards, empowerment and training) are positively associated to their Work Engagement, "*

H4: *Work engagement is positively associated to employee IWB. "*

The target population is management personnel from higher education institution (universities) of Pakistan. Particularly these universities are located in Islamabad, Rawalpindi, Sargodha, Lahore, and Faisalabad. There is emergent facts that university education, through its role in authorizing domestic communities, developing institutions, and development constructive authoritarian frameworks and governance configuration, is crucial to country's efforts to enlarge public assets and to sponsor public cohesion, which is verifying to be an significant determinant of financial growth and expansion.

SPSS software has been applied for the statistical analysis. One way ANOVA, correlation, several hierarchical regression analysis have used in this research work. For the conduction of survey author borrowed the scale (questionnaire) from the literature. Monthly income, tenure with the current organization, gender, total experience, age, highest qualification, types of organization, and designation asked, but only designation impact is significant, so it is used as a control variable.

It is evident from the current research that employee considers their experiences of HPWPs and their daily routine activities within the broader range of firm environment. Thus HRM imperative is to create and promote a holistic and consistent people management approach equally at all levels of management (line manager, senior manager etc).This research work prospect that the current research should enhance the future scientific inspection and initiate interesting debate that extend the work engagement, perception of politics, HPWPs research domains.

5.2 MANAGERIAL IMPLICATIONS

In the past many scholars have done research on the effects of HPWPs on the employee outcomes, but mostly this work have been conducted in developed countries. A little attention has given in the developing countries particularly in Pakistan; the relationship between HPWPs was ambivalent. This research work contributes to literature by presenting empirical evidence from the educational sector in Pakistan, that present supportive and significant relationships among the perceived HPWPs (Training, empowerment, performance based rewards) and employee job outcomes (IWB, affective commitment & work engagement). This study contributes practically by culminating that training, empowerment, and performance based rewards provide a strong foundation for dynamic organizations to enhance employee innovative work behavior, affective commitment, and work engagement. The result of this study show that employee IWB, affective commitment and work engagement are crucial for the organization therefore supervisor should provide training, empowerment and reward to their employees in order to get the maximum employee productivity. This study emphasis on the positive effects of work engagement, so it is very important to develop the employee engagement improvement programs for those

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environment where employees are not fully engaged to their work. Managers should promote those programs in their organization that will boost self-confidence, trust, and provide them rewards that will commensurate involvement rather than social wrangling. Recently many organizations have a central focus for the creation of highly engaged workforce (MacLeod & Clarke, 2009).Our study shows that for the en-sureness of engaged workforce, who display organizational citizenship behavior, firm commitment and creative performance, at all levels of HRM professionals, seniors and juniors mangers should work together and execute the virtuous planned programs.

5.3 FUTURE DIRECTIONS AND LIMITATIONS

The first limitation of our research work is our sample is only consists of Pakistani universities (Punjab &Federal), noticeably constraints to our aptitude to draw conclusion to the rest of the economy related with HPWPs. Secondly this is a cross sectional study, because data was collected at one point in time. Work engagement is not a static concept; it is probably a flow through out one's day or throughout entire period of employment (culbertson et al., 2012). Hence more research is needed to check the effects of work engagement unfold over times and also investigates the impacts of politics on the positive effects of work engagement during this periodical change. Future research should carry in a longitudinal perspective. Third this study is related to educational sector, further research should consider in other sectors of Pakistan and other geographical regions. Fourth in this study only three HPWPs has been consider, further research should consider other dimensions of HPWPs as well such as performance appraisal, internal career and promotional opportunities, employment security, job design and financial flexibility etc. Fifth there is a chance of common method biasness because most of the data have been collected through

self-reported method. It is interesting to explore that whether engage individuals actually involves in political behavior to capitalize on those opportunities that are evident under political situation. Sixth limitation is author failed to find the moderating impact of perception of organizational politics for the relationships of performance based reward and work engagement. Scholars should explore this possibility in future. Furthermore future research could further analyze the "Perceived organizational support" as a moderator for the relationship of HPWPs and work engagement.

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fms **APPENDIX A**

Dear Respondent,

Please take a few minutes to complete this survey. I am MS scholar conducting research on High performance work practices and employee job outcomes. I need response from university faculty members & administrative staff working in Pakistan. Your specific answer will be completely anonymous, but your view, in combination with those of others, is extremely important.Thanks

Please tick the appropriate answer or fill the box.

Demographics

Gender: Male/ Female

Age: __ (Years)

Tenure with current organization: _____(Years)

Total Experience: ___(Year)

Highest Qualification:

SSC	HSSC	Graduation	Master	M.Phil/Ph. D

Monthly Income:

Below 15,000	16,000-30,000	31,000-45,000	46,000 and above

Type of Organization

Government	Semi Government	Private

What is your Total working experience?

Your designation/grade

Name of Institute

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Strongly disagree=1	Disagree=2	Neutral=3	Agree=4	Strongly agree=5

HOW MUCH DO YOU BELIEVE THAT YOUR EMPLOYING ORGANIZATION HAS FULFILLED FOR YOU?

If I improve the level of service I offer students, I will be rewarded	1	2	3	4	5
The rewards I receive are based on student's evaluations of service	1	2	3	4	5
Employees in this university are rewarded for serving students well	1	2	3	4	5
Employees of this university are rewarded for dealing effectively with students problems	1	2	3	4	5
I am rewarded for satisfying complaining students	1	2	3	4	5
Employees in this university receive continued training to provide good service	1	2	3	4	5
Employees in this university receive extensive student service training before they come into contact with students	1	2	3	4	5
Employees of this university receive training on how to serve students better	1	2	3	4	5
Employees of this university are trained to deal with students complaints	1	2	3	4	5
Employees of this university receive training on dealing with students problems	1	2	3	4	5
Employees in this university receive training on how to deal with complaining students	1	2	3	4	5
I have the authority to correct student's problems when they occur	1	2	3	4	5
I am encouraged to handle student's problems by myself	1	2	3	4	5
I do not have to get management's approval before I handle student's problems	1	2	3	4	5
I am allowed to do almost anything to solve student's problems	1	2	3	4	5
I have control over how I solve student's problems	1	2	3	4	5

HOW MUCH DO YOU AS AN EMPLOYEE PERCEIVE...... IN YOUR INSTITUTION?

There is a group of people in this department who always get things their way because no one wants to challenge them	1	2	3	4	5
There has always been an influential group in this department that no one ever crosses	1	2	3	4	5
I have seen changes made in policies here that only serve the purposes of a few individuals, not the work unit or the Institution	1	2	3	4	5
People in this institution attempt to build themselves up by tearing others down	1	2	3	4	5

Strongly disagree =1 Disagree=2 Neutral =3 Agree=4 Strongly agree=5					
Favoritism rather than merit determines who gets ahead around here	1	2	3	4	5
People here usually don't speak up for fear of retaliation by others	1	2	3	4	5
Promotions in this department generally go to top performers (-)	1	2	3	4	5
Rewards come only to those who work hard in this institution (-)	1	2	3	4	5
Employees are encouraged to speak out frankly even when they are critical of well-established ideas (-)	1	2	3	4	5
There is no place for yes-men around here; good ideas are desired even when it means disagreeing with superiors (-)	1	2	3	4	5
In our institution, pay and promotion policies are not politicallyapplied (-)	1	2	3	**4**	5
When it comes to pay raise and promotion decisions policies are irrelevant	1	2	3	4	5

HOW DO YOU AS A PERSON THINK ABOUT YOURSELF?

I would be very happy to spend the rest of my career with this Institution	1	2	3	4	5
I enjoy discussing my Institution with people outside it	1	2	3	4	5
I really feel as if these Institution problems are my own	1	2	3	4	5
I think that I could easily become as attached to another Institution as I am to this one (-)	1	2	3	4	5
I do not feel like 'part of the family' at my Institution (-)	1	2	3	4	5
I do not feel 'emotionally attached' to this Institution (-)	1	2	3	4	5
This institution has a great deal of personal meaning for me	1	2	3	4	5
I do not feel a strong sense of belonging to my institution (-)	1	2	3	4	5
At my work, I feel bursting with energy	1	2	3	4	5
At my job I feel strong and vigorous	1	2	3	4	5
I am enthusiastic about my job	1	2	3	4	5
My job inspires me	1	2	3	4	5
When I get up in the morning, I feel like going to work	1	2	3	4	5
I feel happy when I am working intensely	1	2	3	4	5
I am proud of the work that I do	1	2	3	4	5
I am immersed in my work	1	2	3	4	5
I get carried away when I am working	1	2	3	4	5

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Never=1 Rarely=2 Sometimes=3 Very Frequently=4 Always=5					
I often create new ideas for difficult issues	1	2	3	4	5
I often search out new working methods, techniques, or instruments	1	2	3	4	5
I often generate original solutions for problems	1	2	3	4	5
I often mobilize support for innovative ideas	1	2	3	4	5
Never=1 Rarely=2 Sometimes=3 Very Frequently=4 Always=5					
I often acquired approval for innovative ideas	1	2	3	4	5
I often make important organizational members enthusiastic for innovative ideas	1	2	3	4	5
I often transform innovative ideas into useful applications	1	2	3	4	5
I often introduce innovative ideas into the work environment in a systematic way	1	2	3	4	5
I often evaluate the utility of innovative Ideas	1	2	3	4	5