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**EXAMINING HUMAN RESOURCE PROFESSIONALS' EFFECTIVENESS  
IN PAKISTAN'S TELCO COMPANIES**



**BY:**  
**HAFIZ MUHAMMAD FAREED**  
**Universiti Utara Malaysia**

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Pemeriksa Dalam : **Assoc. Prof. Dr. Mohamad Yazam Sharif**  
(Internal Examiner)

Tandatangan  
(Signature)

Tanikh: **10 Oktober 2016**  
(Date)

Nama Nama Pelajar  
(Name of Student) : **Mr. Hafiz Muhammad Fareed**

Tajuk Tesis / Disertasi  
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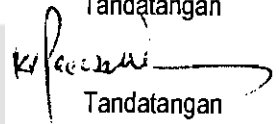
Program Pengajian  
(Programme of Study) : **Doctor of Philosophy**

Nama Penyelia/Penyelia-penyelia  
(Name of Supervisor/Supervisors) : **Dr. Mohd. Faizal Mohd. Isa**

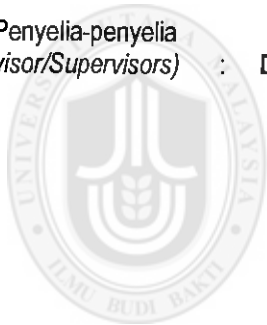


Tandatangan

Nama Penyelia/Penyelia-penyelia  
(Name of Supervisor/Supervisors) : **Dr. Wan Shakizah Wan Mohd. Noor**



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## ABSTRACT

The inevitability for HR professionals to perform at their best, being effective and efficient is very crucial in gaining sustainable competitive advantage in 21<sup>st</sup> century. Likewise, HR professionals have to successfully manage human resources, need personal credibility and business knowledge, understanding of the business strategies, adapting with technology changes and the ability to deliver HR services. Despite there being a substantial amount of discussion about HR professionals' effectiveness which is featuring massive challenges and opportunities, there is a paucity of information concerning the extent of this subject matter in Pakistan. Therefore, this study investigated the influence of human resource development and organizational culture on HR professionals' effectiveness in telecom sector of Pakistan. The other important aim of this study was to examine the moderating role of high performance work system between human resource development, organizational culture and HR professionals' effectiveness. The study deployed a mixed method research design consisting of qualitative and quantitative approaches. An initial research model was first developed based on an extensive literature review. The qualitative field study was then carried out to explore the perceptions of ten HR professionals to affirm the initial research model in phase one. The quantitative study tested the final proposed research model in phase two. The survey questionnaire was distributed to seventy five HR professionals of telecom firms and forty valid questionnaires were obtained which is 53.33% response rate. The qualitative findings have established the detailed research model of HR professionals' effectiveness. As the quantitative study has discovered the significant moderating effect of high performance work system in the relationship between human resource development, organizational culture and HR professionals' effectiveness. Finally, managerial, theoretical and methodological implications as well as direction for future research were discussed.

**Keywords:** HR professionals' effectiveness, human resource development, organizational culture, high performance work system, mixed-method research approach

## ABSTRAK

Profesional HR tidak dapat mengelak daripada melakukan yang terbaik, cekap dan berkesan yang mana ia penting untuk mencapai kebolehsaingan yang mampan pada abad ke-21. Profesional HR juga perlu berjaya menguruskan sumber manusia, mempunyai kredibiliti peribadi dan pengetahuan perniagaan, pemahaman strategi perniagaan, menyesuaikan diri dengan perubahan teknologi serta berkeupayaan untuk menyampaikan perkhidmatan HR. Namun, terdapat perbincangan tentang keberkesanan profesional HR yang menampilkan cabaran yang besar dan peluang, namun terdapat kekurangan maklumat tentang sejauh mana perkara ini berlaku di Pakistan. Oleh itu, kajian ini dilaksanakan untuk mengkaji pengaruh pembangunan sumber manusia dan budaya organisasi ke atas keberkesanan profesional HR dalam sektor telekom di Pakistan. Matlamat penting dalam kajian ini adalah untuk mengkaji peranan yang sederhana dengan sistem kerja yang berprestasi tinggi antara pembangunan sumber manusia, budaya organisasi dan keberkesanan profesional HR. Kajian ini menggunakan reka bentuk kaedah penyelidikan yang bercampur, iaitu pendekatan kualitatif dan kuantitatif. Satu model kajian awal mula dibangunkan berdasarkan kajian literatur yang lepas. Kajian bidang kualitatif kemudian dijalankan untuk meneroka persepsi 10 profesional HR bagi mengesahkan model penyelidikan awal dalam fasa pertama. Kajian kuantitatif menguji model penyelidikan yang telah dicadangkan dalam fasa kedua. Kajian soal selidik telah diedarkan kepada 75 profesional HR firma telekom dan 40 soal selidik yang sah telah diperolehi, seterusnya menunjukkan kadar tindak balas sebanyak 53.33%. Hasil kajian kualitatif telah mengesahkan model penyelidikan terperinci tentang keberkesanan profesional HR. Kajian kuantitatif telah menemui kesan sederhana yang ketara antara sistem kerja yang berprestasi tinggi dalam hubungan antara pembangunan sumber manusia, budaya organisasi dan keberkesanan profesional HR. Akhir sekali, implikasi pengurusan, teori dan metodologi serta cadangan untuk penyelidikan masa hadapan telah dibincangkan.

**Kata kunci:** Keberkesanan profesional HR, pembangunan modal insan, budaya organisasi, sistem kerja berprestasi tinggi, penyelidikan kaedah campuran

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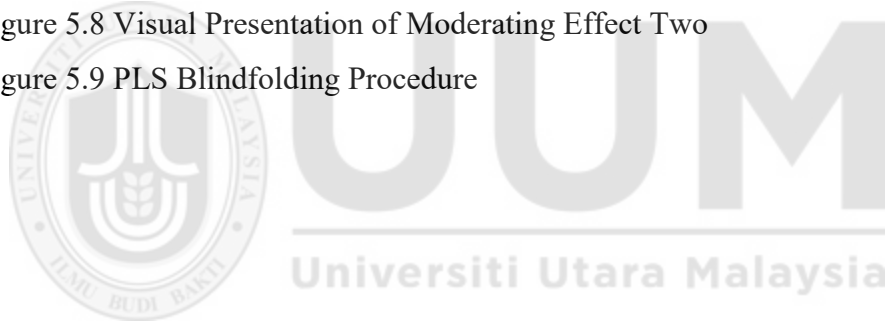
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## LIST OF ABBREVIATIONS

| <b>Abbreviation</b> | <b>Description of Abbreviation</b>             |
|---------------------|--|
| AVE                 | Average Variance Extracted                     |
| BMI                 | Business Monitor International                 |
| BRICS               | Brazil, Russia, India, China, and South Africa |
| CB-SEM              | Covariance-Based-Structural Equation Modelling |
| CR                  | Composite Reliability                          |
| DF                  | Degree of Freedom                              |
| DV                  | Dependent Variable                             |
| D-8                 | Developing-8                                   |
| EIU                 | Economist Intelligence Unit                    |
| FATA                | Federally Administered Tribal Areas            |
| FDI                 | Foreign Direct Investment                      |
| GDP                 | Gross Domestic Product                         |
| GoF                 | Goodness-of-Fit                                |
| GoM                 | Goodness-of-Measure                            |
| GT                  | Goal Theory                                    |
| HC                  | Human Capital                                  |
| HCT                 | Human Capital Theory                           |
| HiPos               | High Performer Employees                       |
| HPWS                | High Performance Work System                   |
| HR                  | Human Resource                                 |
| HRD                 | Human Resource Development                     |
| HRM                 | Human Resource Management                      |
| HRPE                | Human Resource Professionals' Effectiveness    |
| ICT                 | Information Communication and Technology       |
| IT                  | Information Technology                         |
| IV                  | Independent Variable                           |
| KPIs                | Key Performance Indicators                     |

|         |  |
|---------|--|
| KPK     | Khyber Pukhtoonkhwa                                    |
| KSAOs   | Knowledge, Skills, Abilities and Other Characteristics |
| M.Phil. | Masters of Philosophy                                  |
| MS      | Masters of Science                                     |
| OC      | Organizational Culture                                 |
| OD      | Organization Development                               |
| OECD    | Organization for Economic Co-operation and Development |
| OYA     | Othman Yeop Abdullah                                   |
| PES     | Pakistan Economic Survey                               |
| Ph.D    | Doctorate of Philosophy                                |
| PKR     | Pakistan Rupees  |
| PLS     | Partial Least Squares                                  |
| PMS     | Performance Management System                          |
| POS     | Perceived Organizational Support                       |
| PTA     | Pakistan Telecommunication Authority                   |
| PTML    | Pakistan Telecommunication Mobile Limited              |
| RB      | Respondent Background                                  |
| RBV     | Resource Based View                                    |
| SAARC   | South Asian Association for Regional Co-operation      |
| SD      | Standard Deviation                                     |
| SE      | Standard Error   |
| SEM     | Structural Equation Modelling                          |
| SET     | Social Exchange Theory                                 |
| SHRM    | Strategic Human Resource Management                    |
| SPSS    | Statistical Package for Social Sciences                |
| TI      | Turnover Intention                                     |
| UK      | United Kingdom   |
| US      | United States  |
| USD     | United States Dollars                                  |
| VIF     | Variance Inflation Factor                              |

# CHAPTER ONE

## INTRODUCTION

### 1.1 Introduction

The first chapter discussed the background of the study and background of HRM in telecom sector of Pakistan. Further, it presented problem statement, which formed research objectives and research questions of the study. This is followed by the scope and significance of the study. Definition of key terms are also presented while chapter ends with the organization of the thesis.

### 1.2 Background of the Study

At the moment the industrial nations of the world are facing massive challenges and opportunities due to globalization (Fareed, Isa & Noor, 2016). Additionally, Ulrich, Allen, Brockbank, Younger and Nyman (2009) as cited in Ahmad, Sharif and Kausar (2015) highlighted that the business settings are rotating more and more explosive and competition is rising stronger every day. However, in such environment competent and capable managers are vital for the success of any organization in gaining and sustaining a competitive advantage (Kirwan & Birchall, 2006). To survive and successfully compete in such challenging and turbulent working environment, organizations must develop their employees who are highly motivated and who are willing to work effectively. In today's extremely aggressive environment, conventional sources of organizations' competitive advantage, such as technology, exclusive rights and economies of scale have been weakened by globalization and other environmental changes. As a replacement of such weaknesses, skilful, motivated, and flexible HR professionals can assist to broaden a company's sustainable and long

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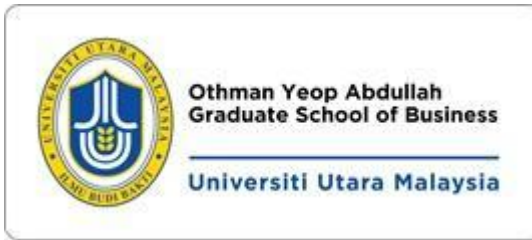
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## APPENDICES

### APPENDIX A



### INTERVIEW PROTOCOL

#### 1. Demographic and Work Information

- How long that you have been working with the current company?
- How long that you have been in this field/ in the current position?
- May I know your highest qualification as regard to your current position?
- Could you please explain what are your responsibilities and duties that you need to perform as (your position) ?
- Could you please describe your experiences in performing your job?
- How do you adapt yourself with the organization values and culture?

#### 2. HR professional's Effectiveness

Please indicate (×) your level of HR professional's effectiveness below:

0% ————— Most Effective  
→100%

**HR professional is effective...**

1. ....in recruiting the right candidates at right time.

0% ————— Most Effective  
→100%

Please give your justification.....

2. ....in responsive to fulfil the needs of employee.



Please give your justification.....

3. ....in communicating timely information.



Please give your justification.....

4. ....in developing HR policies.



Please give your justification.....

5. ....in developing HR practices.



Please give your justification.....

6. ....in developing HR procedures.

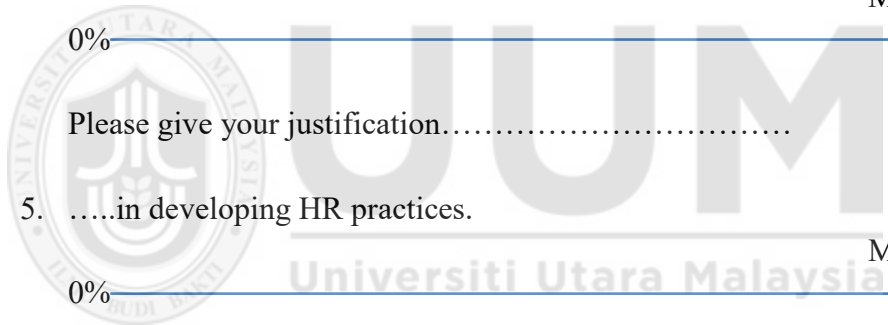


Please give your justification.....

7. ....in their responsibilities to meet the expectation of employees.




Please give your justification.....



8. ....in their roles to meet the expectation of employees.


Most Effective

0%  100%

Please give your justification.....

9. ....in providing good career plans for the employees.


Most Effective

0%  100%

Please give your justification.....

10. ....in providing support and services.

Most Effective

0%  100%

Please give your justification.....

### 3. Human Resource Development

- Do you understand what human resource development is?
- Why human resource development is crucial to the organization?
  - Do you believe in enhancing the knowledge, skills and abilities will assist you to accomplish your work?
  - Do you believe in enhancing the knowledge, skills and abilities will assist you to develop your potential career?
  - To what extent would you agree in developing your knowledge, skills and abilities can enhance your effectiveness?
  - How often does your organization conduct training program to enhance your knowledge, skills and abilities in performing your job effectively?
  - Being HR professional what motivates you in your job?

- What kind of expectations and aspirations do you have in relation to HR professionals' effectiveness?

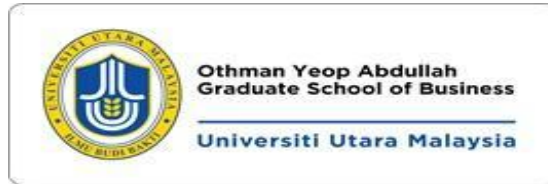
#### **4. Organizational Culture**

- Do you believe that your organization has strong or weak culture?
- Does your organizational culture influence in shaping the HR professionals' effectiveness?
- What are the elements of organizational culture which shape HR professionals' effectiveness?
- How these elements of organizational culture facilitate you to enhance your effectiveness?
- How do you adapt in your company's culture and environment?

#### **5. High Performance Work Systems**

- Does your organization practices high performance work system?
- What are the important components in HPWS?
- Which components actually contribute most to HPWS?
- Do you think the HPWS in your organization support you and your co-workers to enhance the effectiveness? If yes, then please explain which components?

## APPENDIX B



### SURVEY QUESTIONNAIRE

#### RESEARCH TITLE

**HR PROFESSIONALS' EFFECTIVENESS: HUMAN RESOURCE DEVELOPMENT, ORGANIZATIONAL CULTURE AND THE MODERATING EFFECT OF HIGH PERFORMANCE WORK SYSTEM (HPWS). A STUDY AMONG TELECOM MANAGERS IN PAKISTAN**

Dear Sir / Madam:

I am pleased to inform you that I am currently conducting a study on the above topic in the area of human resource management as a part of my PhD program at the Othman Yeop Abdullah, Graduate School of Business, Universiti Utara Malaysia. The study intends to understand HR professionals' effectiveness in Pakistan telecommunication sector.

Hence, I would be very grateful if you could answer all of the questions in the survey. The survey should take about 20 minutes to complete. Please answer all questions and return the completed questionnaires promptly.

Your valuable feedback counts. The survey is being conducted to collect feedback from HR Professionals (practitioners) on their views about their experiences in handling human resource matters.

Please note that your response is **private and confidential**. Individual respondents will not be identified in any data or reports. If you have any enquires about the survey, kindly contact or SMS me at 0060-11-1640-5299 or email to [fareed\\_butt2001@yahoo.com](mailto:fareed_butt2001@yahoo.com)

Thank you very much for considering your involvement, time and cooperation in this survey.

Sincerely,  
Hafiz Muhammad Fareed  
Ph.D. Scholar  
Othman Yeop Abdullah  
Graduate School of Business  
Universiti Utara Malaysia



**PART I**  
**HUMAN RESOURCE PROFESSIONALS' EFFECTIVENESS**

Please read the following statements and **circle** the response that closely represents your opinion.

The statements are anchored on the following 5 point Likert Scale:

**1 - Strongly Disagree (SD), 2 – Disagree (D), 3 – Neutral (N), 4 – Agree (A), 5 – Strongly Agree (SA)**

**HR Professionals' Effectiveness**

- Means the HR professionals are concerned and able to meet the goals that have been set by the management.

| No.                   | Statements   | SD | D | N | A | S<br>A |
|-----------------------|--|----|---|---|---|--------|
| As HR professional... |  |    |   |   |   |        |
| 1.                    | ...I always recruit candidates efficiently whenever it is needed in my organization.           | 1  | 2 | 3 | 4 | 5      |
| 2.                    | ...I always practice a good strategic HR planning in my organization.                          | 1  | 2 | 3 | 4 | 5      |
| 3.                    | ...I always practice well-established staffing process in my organization.                     | 1  | 2 | 3 | 4 | 5      |
| 4.                    | ...I always practice well-structured staffing technique in my organization.                    | 1  | 2 | 3 | 4 | 5      |
| 5.                    | ...I am always being responsive to meet the needs of the employees in my organization.         | 1  | 2 | 3 | 4 | 5      |
| 6.                    | ...I am always being concerned about employees' well-being in my organization.                 | 1  | 2 | 3 | 4 | 5      |
| 7.                    | ...I am always being quick in responding the needs of employees in my organization.            | 1  | 2 | 3 | 4 | 5      |
| 8.                    | ...I always practice the right employee relations' channels effectively in my organization.    | 1  | 2 | 3 | 4 | 5      |
| 9.                    | ...I always provide useful information to my employees regarding HR issues in my organization. | 1  | 2 | 3 | 4 | 5      |
| 10.                   | ...I am always being transparent in communicating with my employees in my organization.        | 1  | 2 | 3 | 4 | 5      |
| 11.                   | ...I always practice effective communication tools in my organization.                         | 1  | 2 | 3 | 4 | 5      |
| 12.                   | ...I always practice 360° and continuous feedback in my organization.                          | 1  | 2 | 3 | 4 | 5      |
| 13.                   | ...I always give value-added contributions to my organization's operational performance.       | 1  | 2 | 3 | 4 | 5      |

|     |  |   |   |   |   |   |
|-----|--|---|---|---|---|---|
| 14. | ...I always play an effective role in building my organization's human resource to become a source of competitive advantage.   | 1 | 2 | 3 | 4 | 5 |
| 15. | ...I always propose HR policies, practices and procedures which always have been effective in supporting the job performance of the managers and employees of my organization effectively. | 1 | 2 | 3 | 4 | 5 |
| 16. | ...I always develop effective HR policies, practices and procedures which support the organization's business plan.  | 1 | 2 | 3 | 4 | 5 |
| 17. | ...I always use appropriate feedback channels in my organization.  | 1 | 2 | 3 | 4 | 5 |
| 18. | ...I always practice such HR policies which strengthen the relationships with my employees in my organization.   | 1 | 2 | 3 | 4 | 5 |
| 19. | ...I always engage myself with my employees to get the higher satisfaction level of the employees.   | 1 | 2 | 3 | 4 | 5 |
| 20. | ...I always ensure that HR planning align with HR practices in my organization   | 1 | 2 | 3 | 4 | 5 |
| 21. | ...I always been proactive in executing HR practices in my organization.   | 1 | 2 | 3 | 4 | 5 |
| 22. | ...I have a competent team which continuously monitoring HR practices in my organization.  | 1 | 2 | 3 | 4 | 5 |
| 23. | ...I always effectively adopt HR approach in my organization.  | 1 | 2 | 3 | 4 | 5 |
| 24. | ...I always meet the employees' expectations in performing HR roles and responsibilities in my organization.   | 1 | 2 | 3 | 4 | 5 |
| 25. | ...I always empower my employees so they can fulfill their responsibilities effectively in my organization.  | 1 | 2 | 3 | 4 | 5 |
| 26. | ...I always try to fulfill the needs of employees in my organization.  | 1 | 2 | 3 | 4 | 5 |
| 27. | ...I always manage to improve my employees' motivation and morale in my organization.  | 1 | 2 | 3 | 4 | 5 |
| 28. | ...I always practice effective evaluation tools/systems in my organization.  | 1 | 2 | 3 | 4 | 5 |
| 29. | ...I always meet the set of key performance indicators (KPIs) to achieve my goals/objective in my organization.  | 1 | 2 | 3 | 4 | 5 |
| 30. | ...I always manage my employees effectively in my organization.  | 1 | 2 | 3 | 4 | 5 |
| 31. | ...I always practice performance management system effectively in my organization.   | 1 | 2 | 3 | 4 | 5 |
| 32. | ...I always identify those employees with high performance and offer them with good career development opportunities in my organization.   | 1 | 2 | 3 | 4 | 5 |
| 33. | ...I always provide/facilitate good career plans to the employees in my organization.  | 1 | 2 | 3 | 4 | 5 |

|     |  |   |   |   |   |   |
|-----|--|---|---|---|---|---|
| 34. | ...I always foster good values to provide support and services to my employees in my organization.     | 1 | 2 | 3 | 4 | 5 |
| 35. | ...I always believe in team members' support to fulfill my tasks effectively in my organization.       | 1 | 2 | 3 | 4 | 5 |
| 36. | ...Overall, I am satisfied with the support and services provided to the employees in my organization. | 1 | 2 | 3 | 4 | 5 |



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**PART II**  
**HUMAN RESOURCE DEVELOPMENT**

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Please read the following statements and **circle** the response that closely represents your opinion.

The statements are anchored on the following 5 point Likert Scale:

**1 - Strongly Disagree (SD), 2 – Disagree (D), 3 – Neutral (N), 4 – Agree (A), 5 – Strongly Agree (SA)**

**Human Resource Development**

- Refers to the knowledge, skills and abilities residing with and utilized by individuals to perform their tasks effectively.

| No. | Statements   | SD | D | N | A | SA |
|-----|--|----|---|---|---|----|
| 1.  | HR professionals in my organization have skills that would be very difficult to replace.                                     | 1  | 2 | 3 | 4 | 5  |
| 2.  | HR professionals in my organization have skills that are not available to our competitors.                                   | 1  | 2 | 3 | 4 | 5  |
| 3.  | HR professionals in my organization have skills that are widely considered the best in the industry.                         | 1  | 2 | 3 | 4 | 5  |
| 4.  | HR professionals in my organization have skills that are developed through the job experiences.                              | 1  | 2 | 3 | 4 | 5  |
| 5.  | HR professionals in my organization have skills that are unique to the organization.   | 1  | 2 | 3 | 4 | 5  |
| 6.  | HR professionals in my organization have skills that are difficult for our competitors to imitate.                           | 1  | 2 | 3 | 4 | 5  |
| 7.  | HR professionals in my organization have skills that are customized to particular needs.                                     | 1  | 2 | 3 | 4 | 5  |
| 8.  | HR professionals in my organization are encouraged for creating innovations.   | 1  | 2 | 3 | 4 | 5  |
| 9.  | HR professionals in my organization create customer value.   | 1  | 2 | 3 | 4 | 5  |
| 10  | HR professionals in my organization know how to minimize cost of :<br>a. production  | 1  | 2 | 3 | 4 | 5  |
|     | b. service   | 1  | 2 | 3 | 4 | 5  |
|     | c. delivery.   | 1  | 2 | 3 | 4 | 5  |
| 11  | HR professionals in my organization enable our firm to provide excellent customer service.                                   | 1  | 2 | 3 | 4 | 5  |
| 12  | HR professionals in my organization contribute in developing products/services that are considered the best in the industry. | 1  | 2 | 3 | 4 | 5  |
| 13  | HR professionals in my organization directly affect organizational efficiency and productivity.                              | 1  | 2 | 3 | 4 | 5  |

|    |  |   |   |   |   |   |
|----|--|---|---|---|---|---|
| 14 | HR professionals in my organization enable our firm to respond to new or changing customer demands.              | 1 | 2 | 3 | 4 | 5 |
| 15 | HR professionals in my organization directly affect customer satisfaction.                                       | 1 | 2 | 3 | 4 | 5 |
| 16 | HR professionals in my organization are responsible to maintain high quality products/services.                  | 1 | 2 | 3 | 4 | 5 |
| 17 | HR professionals in my organization are influential for making process improvements.                             | 1 | 2 | 3 | 4 | 5 |
| 18 | HR professionals in my organization are responsive to the new approaches.  | 1 | 2 | 3 | 4 | 5 |
| 19 | HR professionals in my organization are able to monitor their work to ensure that they meet or exceed standards. | 1 | 2 | 3 | 4 | 5 |
| 20 | HR professionals in my organization are capable to satisfy internal and external customers.                      | 1 | 2 | 3 | 4 | 5 |
| 21 | HR professionals in my organization tend to work in a team and help team members during work.                    | 1 | 2 | 3 | 4 | 5 |



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**PART III**  
**ORGANIZATIONAL CULTURE**

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Please read the following statements and **circle** the response that closely represents your opinion.

The statements are anchored on the following 5 point Likert Scale:

**1 - Strongly Disagree (SD), 2 – Disagree (D), 3 – Neutral (N), 4 – Agree (A), 5 – Strongly Agree (SA)**

**Organizational Culture**

- Refers to a common view of workplace practices within an organization which gives the organization a sustained competitive advantage over its competitors.

| No. | Statements  | SD | D | N | A | SA |
|-----|---|----|---|---|---|----|
| 1.  | Notwithstanding different belief, importance is place on respect for collective decisions.  | 1  | 2 | 3 | 4 | 5  |
| 2.  | My organization actively engages in shaping a better organizational value.  | 1  | 2 | 3 | 4 | 5  |
| 3.  | HR professionals in my organization are motivated to constantly search for better ways (continuous improvement) of getting job done.                      | 1  | 2 | 3 | 4 | 5  |
| 4.  | HR professionals in my organization encourage their employees to be creative.   | 1  | 2 | 3 | 4 | 5  |
| 5.  | HR professionals in my organization create clear goals for performance expectations.  | 1  | 2 | 3 | 4 | 5  |
| 6.  | HR professionals in my organization are highly valued.  | 1  | 2 | 3 | 4 | 5  |
| 7.  | HR professionals in my organization communicate openly with their subordinates.   | 1  | 2 | 3 | 4 | 5  |
| 8.  | HR professionals in my organization always support their subordinates.  | 1  | 2 | 3 | 4 | 5  |
| 9.  | HR professionals in my organization are highly committed to the fundamental actions of the business.  | 1  | 2 | 3 | 4 | 5  |
| 10. | Each sub-unit within my organization is keenly operating in a coordinated way by cooperating efficiently towards the achievement of organizational goals. | 1  | 2 | 3 | 4 | 5  |
| 11. | My organization emphasizes on individual responsibility for clearly defined result.   | 1  | 2 | 3 | 4 | 5  |
| 12. | There are clear policies and procedures that govern the ways employees behave in my organization.   | 1  | 2 | 3 | 4 | 5  |

**PART IV**  
**HIGH PERFORMANCE WORK SYSTEM**

Please read the following statements and **circle** the response that closely represents your opinion.

The statements are anchored on the following 5 point Likert Scale:

**1 - Strongly Disagree (SD), 2 – Disagree (D), 3 – Neutral (N), 4 – Agree (A), 5 – Strongly Agree (SA)**

**High Performance Work System**

Refers to is the system which includes rigid recruiting and selection protocols, performance management, incentive compensation systems, and employee training and development activities that are designed to acquire, refine, and reinforce employee’s knowledge, skills and behaviors necessary to implement the firm’s competitive strategy

| No. | Statements   | SD | D | N | A | SA |
|-----|--|----|---|---|---|----|
| 1.  | Our organization selects people using various recruitment approaches.  | 1  | 2 | 3 | 4 | 5  |
| 2.  | Our organization hires qualified employees effectively.  | 1  | 2 | 3 | 4 | 5  |
| 3.  | Our organization invests in various kinds of training programs which enhances employees’ performance.  | 1  | 2 | 3 | 4 | 5  |
| 4.  | Our organization pays employees according to the extent they contribute to an improvement of job-related knowledge and skills in themselves. | 1  | 2 | 3 | 4 | 5  |
| 5.  | Our organization encourages employees to participate in the organization’s decision making.  | 1  | 2 | 3 | 4 | 5  |
| 6.  | Our organization elicits and acts on suggestions and feedback provided by employees effectively.   | 1  | 2 | 3 | 4 | 5  |
| 7.  | Our organization encourages employees to work cooperatively to accomplish objectives.  | 1  | 2 | 3 | 4 | 5  |
| 8.  | Our organization communicates important organizational information to employees effectively.   | 1  | 2 | 3 | 4 | 5  |
| 9.  | Our organization has a clear strategic mission that is well communicated to all employees.   | 1  | 2 | 3 | 4 | 5  |

**PART V**  
**RESPONDENT'S BACKGROUND**

The following information is strictly confidential and will only be used for research purpose.  
I will be grateful if you could kindly fill the required information.

**Instruction:** Please **TICK (√)** in the appropriate box.

**1. Organization:**

|                          |          |                          |       |
|--------------------------|----------|--------------------------|-------|
| <input type="checkbox"/> | Mobilink | <input type="checkbox"/> | Zong  |
| <input type="checkbox"/> | Telenor  | <input type="checkbox"/> | Warid |
| <input type="checkbox"/> | Ufone    | <input type="checkbox"/> |       |

**2. Gender:**

|                          |      |                          |        |
|--------------------------|------|--------------------------|--------|
| <input type="checkbox"/> | Male | <input type="checkbox"/> | Female |
|--------------------------|------|--------------------------|--------|

**3. Age:**

|                          |                   |                          |                    |
|--------------------------|-------------------|--------------------------|--------------------|
| <input type="checkbox"/> | Less and 30 years | <input type="checkbox"/> | 31 – 40 years      |
| <input type="checkbox"/> | 41 – 50 years     | <input type="checkbox"/> | 51 years and Above |

**4. Highest Qualification:**

|                          |         |                          |            |
|--------------------------|---------|--------------------------|------------|
| <input type="checkbox"/> | Ph.D.   | <input type="checkbox"/> | MS/M. Phil |
| <input type="checkbox"/> | Masters | <input type="checkbox"/> | Bachelors  |

**5. Designation:**

|                          |                      |                          |  |
|--------------------------|----------------------|--------------------------|--|
| <input type="checkbox"/> | HR Manager/Executive | <input type="checkbox"/> | Line Manager                           |
| <input type="checkbox"/> | Operations Manager   | <input type="checkbox"/> | Relationship Manager                   |
| <input type="checkbox"/> | Functional Manager   | <input type="checkbox"/> | Any other title, please specify<br>( ) |

**6. Years of Working Experience in the current position in this Organization**

|                          |                    |                          |               |
|--------------------------|--------------------|--------------------------|---------------|
| <input type="checkbox"/> | 1 – 3 years        | <input type="checkbox"/> | 4 – 6 years   |
| <input type="checkbox"/> | 7 – 9 years        | <input type="checkbox"/> | 10 – 12 years |
| <input type="checkbox"/> | More than 12 years | <input type="checkbox"/> |               |

**7. Years of Working Experience in this Organization**

|                          |                    |                          |               |
|--------------------------|--------------------|--------------------------|---------------|
| <input type="checkbox"/> | 1 – 3 years        | <input type="checkbox"/> | 4 – 6 years   |
| <input type="checkbox"/> | 7 – 9 years        | <input type="checkbox"/> | 10 – 12 years |
| <input type="checkbox"/> | More than 12 years | <input type="checkbox"/> |               |

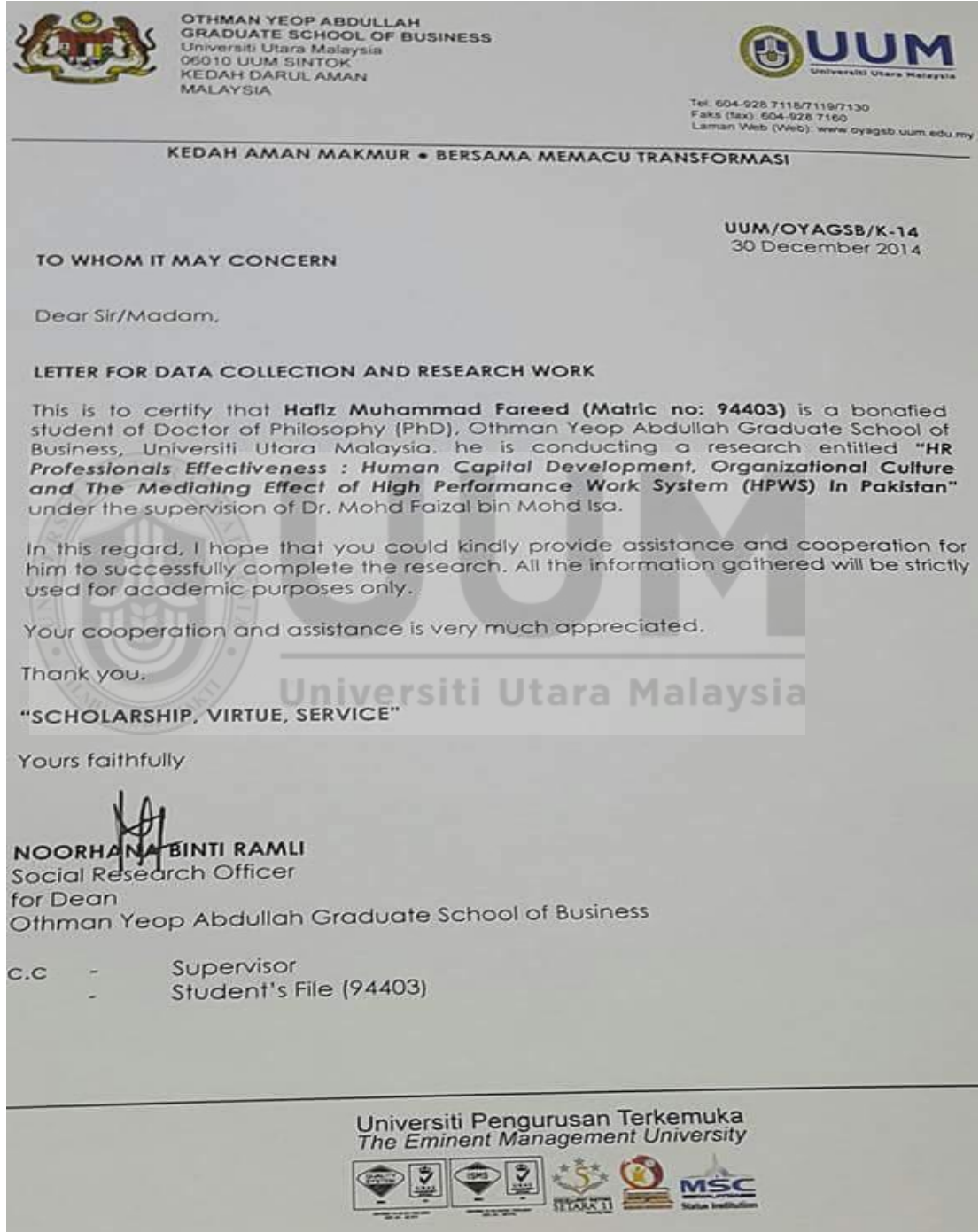
**8. Email Address:** \_\_\_\_\_

**THANK YOU!**



APPENDIX C

Data Collection Letter



## APPENDIX D

### Outliers Table

| Sr. No. | Mahalanobis | Cook    | Leverage |
|---------|-------------|---------|----------|
| 1       | 15.46333    | .01405  | .39650   |
| 2       | 9.77675     | .00s707 | .25069   |
| 3       | 6.75283     | .01209  | .17315   |
| 4       | 6.64101     | .33431  | .17028   |
| 5       | 6.64101     | .33431  | .17028   |
| 6       | 6.53161     | .00977  | .16748   |
| 7       | 6.50154     | .01970  | .16671   |
| 8       | 5.20642     | .00274  | .13350   |
| 9       | 4.89127     | .03610  | .12542   |
| 10      | 4.62675     | .01716  | .11863   |
| 11      | 3.92419     | .00753  | .10062   |
| 12      | 3.51481     | .00453  | .09012   |
| 13      | 3.48933     | .25346  | .08947   |
| 14      | 3.32123     | .00278  | .08516   |
| 15      | 2.13558     | .03898  | .05476   |
| 16      | 1.90690     | .00181  | .04889   |
| 17      | 1.87673     | .02730  | .04812   |
| 18      | 1.86126     | .00054  | .04772   |
| 19      | 1.80914     | .00183  | .04639   |
| 20      | 1.80914     | .00183  | .04639   |
| 21      | 1.74918     | .01601  | .04485   |
| 22      | 1.68437     | .00234  | .04319   |
| 23      | 1.59825     | .00266  | .04098   |
| 24      | 1.58472     | .00529  | .04063   |
| 25      | 1.50909     | .00037  | .03869   |
| 26      | 1.50430     | .00853  | .03857   |
| 27      | 1.15697     | .00181  | .02967   |

|    |         |        |        |
|----|---------|--------|--------|
| 28 | 1.13718 | .06006 | .02916 |
| 29 | 1.06138 | .00235 | .02721 |
| 30 | 1.03718 | .00000 | .02659 |
| 31 | .87812  | .00003 | .02252 |
| 32 | .73642  | .02952 | .01888 |
| 33 | .60414  | .00082 | .01549 |
| 34 | .47636  | .02884 | .01221 |
| 35 | .36480  | .00446 | .00935 |
| 36 | .36445  | .00010 | .00934 |
| 37 | .34915  | .00783 | .00895 |
| 38 | .24168  | .00077 | .00620 |
| 39 | .22671  | .01091 | .00581 |
| 40 | .05473  | .00393 | .00140 |



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## APPENDIX E

### Table of Common Method Variance

| Component | Total Variance Explained |                     |                 | Extraction Sums of Squared |                  |                 |
|-----------|--------------------------|---------------------|-----------------|----------------------------|------------------|-----------------|
|           | Total                    | Initial Eigenvalues |                 | Total                      | Loadings         |                 |
|           |                          | % of<br>Variance    | Cumulative<br>% |                            | % of<br>Variance | Cumulative<br>% |
| 1         | 29.194                   | 36.493              | 36.493          | 29.194                     | 36.493           | 36.493          |
| 2         | 6.968                    | 8.710               | 45.202          |                            |                  |                 |
| 3         | 4.021                    | 5.027               | 50.229          |                            |                  |                 |
| 4         | 3.638                    | 4.547               | 54.776          |                            |                  |                 |
| 5         | 3.028                    | 3.785               | 58.561          |                            |                  |                 |
| 6         | 2.896                    | 3.620               | 62.181          |                            |                  |                 |
| 7         | 2.757                    | 3.446               | 65.627          |                            |                  |                 |
| 8         | 2.502                    | 3.127               | 68.754          |                            |                  |                 |
| 9         | 2.142                    | 2.677               | 71.431          |                            |                  |                 |
| 10        | 1.975                    | 2.469               | 73.901          |                            |                  |                 |
| 11        | 1.829                    | 2.286               | 76.187          |                            |                  |                 |
| 12        | 1.703                    | 2.129               | 78.316          |                            |                  |                 |
| 13        | 1.610                    | 2.012               | 80.328          |                            |                  |                 |
| 14        | 1.484                    | 1.855               | 82.183          |                            |                  |                 |
| 15        | 1.435                    | 1.794               | 83.977          |                            |                  |                 |
| 16        | 1.298                    | 1.623               | 85.599          |                            |                  |                 |
| 17        | 1.184                    | 1.480               | 87.079          |                            |                  |                 |
| 18        | 1.148                    | 1.435               | 88.514          |                            |                  |                 |
| 19        | 1.033                    | 1.291               | 89.805          |                            |                  |                 |
| 20        | .968                     | 1.210               | 91.015          |                            |                  |                 |
| 21        | .803                     | 1.003               | 92.018          |                            |                  |                 |
| 22        | .740                     | .925                | 92.943          |                            |                  |                 |
| 23        | .725                     | .906                | 93.849          |                            |                  |                 |
| 24        | .613                     | .766                | 94.615          |                            |                  |                 |
| 25        | .561                     | .701                | 95.316          |                            |                  |                 |
| 26        | .545                     | .681                | 95.997          |                            |                  |                 |
| 27        | .481                     | .602                | 96.598          |                            |                  |                 |
| 28        | .437                     | .546                | 97.144          |                            |                  |                 |
| 29        | .402                     | .503                | 97.647          |                            |                  |                 |
| 30        | .382                     | .478                | 98.125          |                            |                  |                 |
| 31        | .345                     | .432                | 98.557          |                            |                  |                 |
| 32        | .261                     | .326                | 98.882          |                            |                  |                 |

|    |            |            |         |
|----|------------|------------|---------|
| 33 | .253       | .316       | 99.199  |
| 34 | .225       | .282       | 99.480  |
| 35 | .142       | .177       | 99.657  |
| 36 | .131       | .163       | 99.821  |
| 37 | .085       | .106       | 99.927  |
| 38 | .058       | .073       | 100.000 |
| 39 | 4.295E-15  | 5.369E-15  | 100.000 |
| 40 | 2.627E-15  | 3.283E-15  | 100.000 |
| 41 | 2.315E-15  | 2.893E-15  | 100.000 |
| 42 | 2.161E-15  | 2.701E-15  | 100.000 |
| 43 | 1.695E-15  | 2.119E-15  | 100.000 |
| 44 | 1.575E-15  | 1.968E-15  | 100.000 |
| 45 | 1.343E-15  | 1.678E-15  | 100.000 |
| 46 | 1.274E-15  | 1.593E-15  | 100.000 |
| 47 | 1.195E-15  | 1.494E-15  | 100.000 |
| 48 | 1.070E-15  | 1.338E-15  | 100.000 |
| 49 | 9.745E-16  | 1.218E-15  | 100.000 |
| 50 | 8.732E-16  | 1.092E-15  | 100.000 |
| 51 | 8.101E-16  | 1.013E-15  | 100.000 |
| 52 | 6.636E-16  | 8.295E-16  | 100.000 |
| 53 | 5.949E-16  | 7.437E-16  | 100.000 |
| 54 | 5.278E-16  | 6.598E-16  | 100.000 |
| 55 | 4.715E-16  | 5.894E-16  | 100.000 |
| 56 | 4.460E-16  | 5.575E-16  | 100.000 |
| 57 | 3.334E-16  | 4.167E-16  | 100.000 |
| 58 | 3.047E-16  | 3.809E-16  | 100.000 |
| 59 | 1.670E-16  | 2.088E-16  | 100.000 |
| 60 | 7.743E-17  | 9.679E-17  | 100.000 |
| 61 | 4.972E-17  | 6.215E-17  | 100.000 |
| 62 | -8.889E-18 | -1.111E-17 | 100.000 |
| 63 | -1.536E-16 | -1.920E-16 | 100.000 |
| 64 | -1.982E-16 | -2.477E-16 | 100.000 |
| 65 | -3.120E-16 | -3.900E-16 | 100.000 |
| 66 | -3.521E-16 | -4.402E-16 | 100.000 |

|    |            |            |         |
|----|------------|------------|---------|
| 67 | -4.392E-16 | -5.490E-16 | 100.000 |
| 68 | -5.704E-16 | -7.130E-16 | 100.000 |
| 69 | -6.838E-16 | -8.547E-16 | 100.000 |
| 70 | -7.742E-16 | -9.678E-16 | 100.000 |
| 71 | -9.075E-16 | -1.134E-15 | 100.000 |
| 72 | -1.021E-15 | -1.277E-15 | 100.000 |
| 73 | -1.134E-15 | -1.418E-15 | 100.000 |
| 74 | -1.344E-15 | -1.680E-15 | 100.000 |
| 75 | -1.459E-15 | -1.823E-15 | 100.000 |
| 76 | -1.708E-15 | -2.135E-15 | 100.000 |
| 77 | -1.943E-15 | -2.428E-15 | 100.000 |
| 78 | -2.211E-15 | -2.764E-15 | 100.000 |
| 79 | -2.866E-15 | -3.583E-15 | 100.000 |
| 80 | -4.626E-15 | -5.783E-15 | 100.000 |

Extraction Method: Principal Component Analysis.

## APPENDIX F

### Table of Normality

| <b>Case Processing Summary</b> |       |         |                  |         |       |         |        |
|--------------------------------|-------|---------|------------------|---------|-------|---------|--------|
|                                | Valid |         | Cases<br>Missing |         | Total |         |        |
|                                | N     | Percent | N                | Percent | N     | Percent |        |
|                                | HRPE  | 40      | 100.0%           | 0       | 0.0%  | 40      | 100.0% |
| HPWS                           | 40    | 100.0%  | 0                | 0.0%    | 40    | 100.0%  |        |
| HRD                            | 40    | 100.0%  | 0                | 0.0%    | 40    | 100.0%  |        |
| OC                             | 40    | 100.0%  | 0                | 0.0%    | 40    | 100.0%  |        |

| <b>Descriptives</b>         |                             |             |            |        |
|-----------------------------|-----------------------------|-------------|------------|--------|
|                             |                             | Statistic   | Std. Error |        |
| HRPE                        | Mean                        | 140.6500    | 3.20527    |        |
|                             | 95% Confidence Interval for |             |            |        |
|                             | Mean                        | Lower Bound | 134.1667   |        |
|                             |                             | Upper Bound | 147.1333   |        |
|                             | 5% Trimmed Mean             |             | 141.9167   |        |
|                             | Median                      |             | 141.5000   |        |
|                             | Variance                    |             | 410.951    |        |
|                             | Std. Deviation              |             | 20.27193   |        |
|                             | Minimum                     |             | 85.00      |        |
|                             | Maximum                     |             | 180.00     |        |
|                             | Range                       |             | 95.00      |        |
|                             | Interquartile Range         |             | 24.75      |        |
|                             | Skewness                    |             | -.884      | .374   |
|                             | Kurtosis                    |             | 1.291      | .733   |
|                             | HPWS                        | Mean        | 35.0500    | .93914 |
| 95% Confidence Interval for |                             |             |            |        |
| Mean                        |                             | Lower Bound | 33.1504    |        |
|                             |                             | Upper Bound | 36.9496    |        |
| 5% Trimmed Mean             |                             |             | 35.3056    |        |
| Median                      |                             |             | 36.0000    |        |
| Variance                    |                             |             | 35.279     |        |
| Std. Deviation              |                             |             | 5.93965    |        |
| Minimum                     |                             |             | 15.00      |        |
| Maximum                     |                             |             | 45.00      |        |
| Range                       |                             |             | 30.00      |        |
| Interquartile Range         |                             |             | 7.00       |        |
| Skewness                    |                             |             | -1.012     | .374   |

|     |                             |             |          |         |
|-----|-----------------------------|-------------|----------|---------|
| HRD | Kurtosis                    |             | 2.000    | .733    |
|     | Mean                        |             | 81.6000  | 2.41146 |
|     | 95% Confidence Interval for | Lower Bound | 76.7224  |         |
|     | Mean                        | Upper Bound | 86.4776  |         |
|     | 5% Trimmed Mean             |             | 81.8333  |         |
|     | Median                      |             | 81.0000  |         |
|     | Variance                    |             | 232.605  |         |
|     | Std. Deviation              |             | 15.25140 |         |
|     | Minimum                     |             | 49.00    |         |
|     | Maximum                     |             | 115.00   |         |
|     | Range                       |             | 66.00    |         |
|     | Interquartile Range         |             | 21.75    |         |
|     | Skewness                    |             | -.189    | .374    |
|     | Kurtosis                    |             | -.173    | .733    |
| OC  | Mean                        |             | 45.9250  | 1.13419 |
|     | 95% Confidence Interval for | Lower Bound | 43.6309  |         |
|     | Mean                        | Upper Bound | 48.2191  |         |
|     | 5% Trimmed Mean             |             | 46.1944  |         |
|     | Median                      |             | 48.0000  |         |
|     | Variance                    |             | 51.456   |         |
|     | Std. Deviation              |             | 7.17327  |         |
|     | Minimum                     |             | 30.00    |         |
|     | Maximum                     |             | 60.00    |         |
|     | Range                       |             | 30.00    |         |
|     | Interquartile Range         |             | 11.25    |         |
|     | Skewness                    |             | -.630    | .374    |
|     | Kurtosis                    |             | -.336    | .733    |

| Tests of Normality |                                 |    |       |              |    |      |
|--------------------|---------------------------------|----|-------|--------------|----|------|
|                    | Kolmogorov-Smirnov <sup>a</sup> |    |       | Shapiro-Wilk |    |      |
|                    | Statistic                       | Df | Sig.  | Statistic    | df | Sig. |
| HRPE               | .109                            | 40 | .200* | .945         | 40 | .050 |
| HPWS               | .147                            | 40 | .030  | .934         | 40 | .023 |
| HRD                | .083                            | 40 | .200* | .978         | 40 | .603 |
| OC                 | .164                            | 40 | .009  | .928         | 40 | .014 |

\*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction