

## HIGH PERFORMANCE HUMAN RESOURCE PRACTICES, EMPLOYEE ENGAGEMENT AND AFFECTIVE COMMITMENT: THE MEDIATING EFFECT OF PERSON ORGANIZATION FIT

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### Abstract

*This study investigates the relationship between high performance human resource practices (HPHRP) and two positive employee outcomes: affective commitment (AC) and employee engagement (EE). It specifically examines the role of person organization fit (POF) as mediator in this scenario, which is grounded in the Ability-Motivation-Opportunity (AMO) model. Smart PLS4 has been used for SEM analysis on the data collected from 366 public sector professionals in Pakistan. This study finds a clear positive correlation between HPHRP and POF. Additionally, POF greatly improves AC and EE. The findings show that the effects of HPHRP on these employee outcomes are fully mediated by POF. This study provides useful theoretical and practical insights by emphasizing how important POF is in tying HPHRP to employee outcomes. Aligning corporate and individual values is crucial, and the findings for enhancing HR practices in the public sector. Organizations should cultivate a culture that supports EE and AC, and HR practitioners should give priority on POF while implementing HPHRP. Future research opportunities are presented by the study's limitations, which include its cross-sectional design and single-country emphasis. Our knowledge of HPHRP's influence on employee outcomes can be enhanced by longitudinal research and cross-national comparisons that further examine POF's function in various circumstances.*

### Keywords

High performance human resource practices, person organization fit, employee engagement, affective commitment

### 1. Introduction

HPHRP are 'a set of policies and practices that ensures an organization's human resources contribute to its goals and objectives' (Hodgkinson et al., 2018; Chan & Mak, 2012). According to De Souza & Beuren (2018), HPHRP are a collection of best practices with the ability to improve an organization's performance by cultivating a skilled and dedicated staff. As per the findings of Messersmith et al. (2011, 2012), HPHRP are widely believed to be practices specifically designed to improve employee performance and enhance organizational quality. According to Gould-Williams & Mostafa (2021), HPHRP are also termed as "high commitment" or "high involvement" practices. However, there is no consensus as to which practices should be included in this system. However, according to Mostafa & Gould-Williams (2014) and Boon et al. (2019), 'selection, training and development, performance-related remuneration, job stability, performance appraisal, communication, and autonomy' are the most often utilized HR practices. AMO theory also serves as the theoretical cornerstone around which the HR system is frequently constructed (Huselid, 1995).

Numerous prior research findings indicate that HPHRP is positively correlated with employee outcomes like work motivation, organizational commitment, work engagement, intention to quit, exhaustion, burnt out and citizenship behaviors and job satisfaction. These studies have examined these constructs separately in various circumstances and contexts (Ahmad & Jameel, 2016; Zhong et al., 2016; Gould-Williams & Mostafa, 2021; Jyoti & Rani, 2019; Kehoe & Wright, 2013; A. M. Mostafa, 2016, 2017, 2022, 2023; Yunus et al., 2023; Wright & Kehoe,

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2008). Despite the demonstrated link between HPHRP and employee outcomes, more research is necessary to fully understand the underlying dynamics and mechanisms that underlie this association. (Alfes et al., 2013; Boon & Kalshoven, 2014a; A. M. Mostafa, 2016). Scholars have begun to focus on comprehending the processes and boundary conditions of this interaction in recent years. (Marescaux et al., 2019; Boon & Kalshoven, 2014a; Kooij & Boon, 2018). By investigating the ways and circumstances in which HRM is connected to employee outcomes, this piece of work will contribute to the existing body of research. We want to fill the gap by providing a solution through POF as a mediator between HPHRP and the two favorable outcomes of employees—EE and AC. Thus, in the context of Pakistani public sector organizations, our study responds to calls for additional research on the influence of POF on the relationship between HPHRP and employee outcomes. (Mostafa, 2016).

The current study also expands on previous research as major studies are done in relation to large corporate groups, with the public sector receiving less attention. (Messersmith, 2012; A. M. Mostafa, 2016; Siyal et al., 2020). As a result, this study satisfies these requirements, and by expanding the empirical research's purview, our conclusions will be more broadly applicable and significantly advance HRM theory and literature.

## **2. Literature Review**

### **2.1 HPHRP and Employee attitudes**

According to the Appelbaum et al. (2001) definition of the AMO Model, organizational performance is determined by three important employee factors: opportunity, motivation, and ability. According to this framework, employees will perform well if they are given the encouragement and chance to express themselves at work (opportunity to participate), are sufficiently motivated and engaged in their work (motivation), and possess the knowledge and abilities necessary to carry out their duties (ability). Hence, employees' ability, motivation, and work environment all play a significant impact in an organization's success. According to Appelbaum et al. (2001), enhanced employee outcomes are mostly a result of HPHRP. While job security and opportunity for growth encourage motivation, key activities like smart hiring and training improve employee talents. Additionally, employee participation is facilitated and discretionary effort is encouraged through autonomy and inclusive decision-making processes. Organizations may foster a happy work environment and influence employee attitudes and behaviors by implementing these HPHRP (Boselie, 2010). The effect of HPHRP on employee outcomes has been the subject of numerous research, all of which have found a consistently favorable correlation. Job satisfaction, work drive, organizational commitment, retention, and organizational citizenship behaviors are important outcomes that HPHRP favorably influences. (Javed & Paracha, 2023; Febrianti & Jufri, 2022; Sheikh et al., 2022; Pinho et al., 2022; Chong et al., 2022; Dorta-Afonso et al., 2021; Ogunyemi et al., 2021; Pratibha et al., 2021; Shah et al., 2020; Kamau et al., 2020; Aboramadan et al., 2020; Butali & Njoroge, 2020; Cafferkey et al., 2019; Kataria et al., 2019; Bajwa, 2019; Chang et al., 2016; A. M. S. Mostafa, 2016; Mufeed & Kumar, 2018; Shin et al., 2020; Tremblay, 2019; Ujma & Ingram, 2019). However, this study concentrates on two crucial employee outcomes, EE and AC, which have been demonstrated to profoundly impact both individual employee performance and broader organizational success.

Hypothesis 1: There is a significant positive relationship between HPHRP and employee attitudes

## 2.2 HPHRP and Employee Engagement

‘Employee engagement is a positive, motivational, work-related state of mind characterized by vigor, dedication, and absorption’ (Salanova & Schaufeli, 2008). Absorption means focusing completely having been absorbed in job; vigor means being persistent, having a lot of energy, being mentally resilient, and being willing to put effort into work activities; and dedication means being deeply engaged in and enthusiastic about work (Schaufeli et al., 2006a). The importance of work engagement has led to recent calls for research on organizational traits that might influence it, especially in the public sector (Andrews & Mostafa, 2019). Based on a review of the literature, this study examines the HPHRP bundle as an organizational element and suggests that it has a major impact on how engaged public sector workers are at work. The link between HRM and EE has not been scientifically studied in many studies. (Gomes et al., 2023; Masood Bhutta & Zafar, 2019; Saad et al., 2021; Ooi et al., 2022; Kavyashree et al., 2023; Cooke et al., 2019; Mokoena, 2023; De Oliveira & Da Silva, 2015). The research mentioned above shown that EE can be positively impacted by HRM practices.

**Hypothesis 1a.** The connection between HPHRP and EE is significantly positive.

## 2.3 HPHRP and AC

‘The emotional bond that an employee has with the company is known as Affective Commitment.’ (Meyer & Allen, 1991). AC is regarded by (Trice et al., 1984) as the most integral and trustworthy indicator of successful organizational outcomes since an emotionally connected employee recognizes, engages with, and cherishes their relationship with the company. (Allen & Meyer, 1990). Meyer & Allen (1991) proposed that affective, normative, and continuation commitment are the three parts of organizational commitment. The primary focus of AC is the person's emotional connection to or identification with a goal that holds particular meaning and value for them, inspiring them to go above and beyond their legally required actions. A worker who is highly engaged in his work demonstrates strong emotional commitment having strong desire to stay with the company and positive impact on the success of the organization (Cope & Rainey, 1992).

Recent studies show that HPHRP have positive relationship with AC. Javed & Paracha, (2023) examined how employees' opinions of the HRM system and procedures affected employee AC and discovered a favorable correlation.

**Hypothesis 2a.** There is a significant positive relationship between HPHRP and EE.

## 2.4 HPHRP and POF

Kristof (1996) defines person organization fit (POF) as the compatibility between individuals and organizations, characterized by three key dimensions. POF happens when an organization meets the needs of an individual, when they have similar basic traits, or when both of these circumstances are satisfied. This idea emphasizes how crucial it is to match organizational and individual beliefs, needs, and traits in order to establish a peaceful and effective work environment. Bright, (2008) defines it as ‘the congruence between the characteristics of individuals (i.e., goals, skills and values) and the characteristics of organizations (i.e., goals, values, resources and culture)’. Person-organization fit (POF) refers to how well individuals and organizations match up when they require assistance from others who share their traits. (Kristof-Brown & Jansen, 2012). Mercurio (2015) showed that the POF was supported by three components. The first is that individuals and organizations have similar characteristics; the second is that they have similar objectives; and the third is that the firm and its values are consistent (Tugal & Kilic, 2015). Based on these findings, POF incorporates organizational and individual

values (Roczniewska et al., 2018). Values, objectives, and needs make up the employees' appropriateness (Soelton et al., 2020). Because of their appropriateness, organizational conditions are closely related to each individual within the organization. When an employee is incompetent, they often quit, which is the conformity or compatibility version of POF.

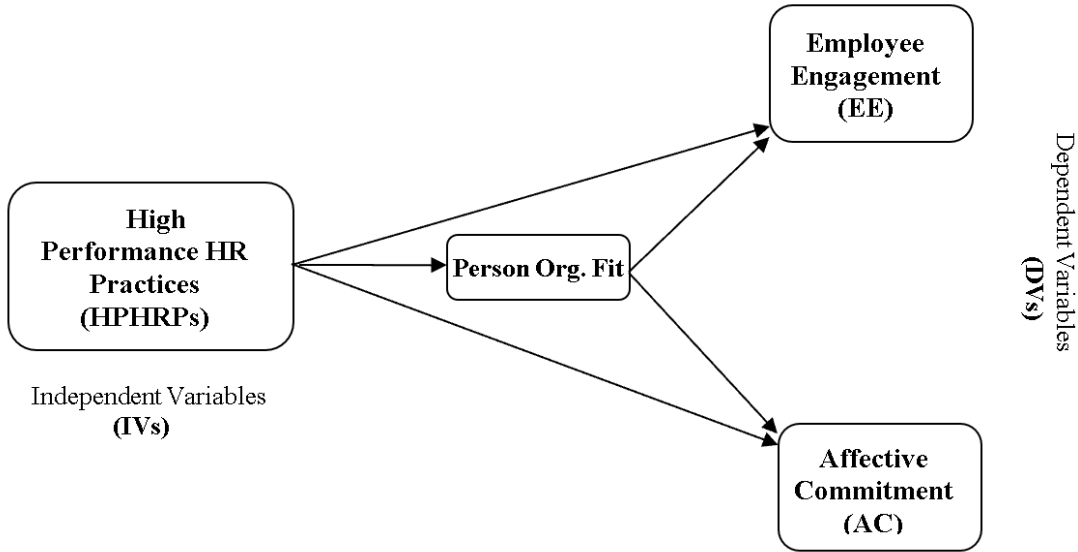
While hiring procedures play a significant role in determining a candidate's potential fit with the company, other HPHRP are crucial in connecting workers with their employers. Employee views of POF should rise as a result of policies and procedures like job security, training and development, and promotion that convey the organization's values, objectives, and expectations to workers (Boon et al., 2011). Employee views of HPHRP were favorably correlated with congruence between employees and organizations, according to recent research that examined the association between HPHRP and POF. (Siyal et al., 2020; A. M. Mostafa, 2016; Takeuchi & Takeuchi, 2013; Boon et al., 2011). Drawing from the aforementioned arguments and prior research that examined and found a positive correlation between employee perceptions of HPHRP and POF.

**Hypothesis 2.** A significant positive relationship exists between HPHRP and POF.

### **2.5 Mediating Role of POF**

Meeting employee needs and aligning their beliefs and objectives with those of their employers are the primary objectives of HPHRP. Employees will react by exhibiting positive attitudes and behaviors and feeling highly satisfied if a suitable fit is found. (Boon et al., (2011). Previous research have anticipated that POF will influence the association between HPHRP and employee outcomes.(Ruiz-Palomino et al., 2013; Ünal & Turgut, 2015; Boon et al., 2011; Bright, 2007, 2021). For example, A. M. S. Mostafa (2016) investigated the relationship between HRM practices and work stress and quit intentions. Siyal et al., (2020) studied mediating mechanism of POF in connection with HRM and employee negative outcomes. POF, as per Boon et al., (2011), mediated the linking between HPHRP and OCB and OC in the Netherlands. (Jung & Takeuchi, 2014) also had the similar findings alongwith Mostafa (2016) who studied HPHRP, POF and negative employee outcomes in Japan. As a mediator between HPHRP and the two employee outcomes of this study, we choose to investigate POF.

**Hypothesis 3:** POF mediates the relationship between HPHRP and EE and AC.



**Figure:1 Theoretical Model**

### **3. Methodology**

This study develops and tests hypotheses using a descriptive research plan. (Dulock, 1993) and takes a quantitative approach based on numerical ideologies (Merriam & Grenier, 2019). Convenience sampling has been used to gather data using a survey questionnaire with a five-point Likert scale (Harkness et al., 2004). The study's target population consisted of Pakistani public sector entities, such as SNGPL, WAPDA, and Pakistan Railways. 366 employees of Pakistani government agencies make up the study's sample, yielding a 52.7% response rate. Utilizing personal connections, the participants were contacted individually and assured that their information would be kept private. A thorough explanation of the study's purpose was provided to the respondents and human resources departments, both in writing and verbally, with a focus on the respondents' voluntary involvement. The participants were assured that the surveys would not contain any identifying information that might be used to identify them, and that their replies and information would only be used for this study. Participants received surveys by email and in-person encounters.

The research sample comprises respondents from three Pakistani public sector organizations: Pakistan Railways (34.4%), WAPDA (32.8%), and SNGPL (32.8%). The sample is predominantly male (74.3%) with 25.7% female representation. Regarding marital status, 68.6% are married and 31.4% are unmarried. The age distribution shows that the majority (42.1%) are between 31 to 40 years old, followed by 28.7% aged 20 to 30, 20.8% aged 41 to 50, and 8.5% aged 51 to 60. Education levels vary, with 50.3% holding a Bachelor's degree, 36.9% with a Master's, 11.7% with an MS/M.Phil, and 1.1% with a PhD. The workforce is split between Gazetted (57.1%) and Non-Gazetted (42.9%) positions. Length of service is diverse: 32.0% have worked for 5-10 years, 23.2% for under 5 years, and 22.4% each for 11-15 years and more than 15 years. This demographic profile represents a wide cross-section of public sector employees in Pakistan, spanning various age groups, education levels, and career stages across three major organizations. The primary data was gathered using convenience sampling techniques.

### **3. Measure**

The survey was provided in Urdu and English and had demographic questions on gender, age, education, employment, and tenure, as well as 48 scale items measuring HPHRP, P-O fit, EE, and AC. A 5-point Likert scale 'strongly disagree' to 'strongly agree' has been employed.

#### **3.1 Measure for HPHRP**

This study employs high-performance practices including selective hiring, extensive training, promotion, job security, autonomy, and communication. A five-point Likert scale with 24 items ranging from "strongly disagree" to "strongly agree" has been used to gauge how employees feel about these HR practices derived from previous studies (J. Gould-Williams & Mohamed, 2010; Kehoe & Wright, 2013; A. M. Mostafa, 2016). Sample items include: "My institution's hiring policy and process are fair", "My institution offers opportunities for training and development", "Employees in this job can be expected to stay with this institution for as long as they wish", "I have good opportunities for promotion within this institution", "My institution allows me to make a lot of job decisions on my own", and "The communication between me and other employees at work is good".

#### **3.2 Affective Commitment (AC)**

'AC is the level of an employee's attachment to his or her organization'. It was measured with 5 items using the scale of Meyer & Allen (1991) as validated from previous researches

specifically covering the affective component. These items are to be gauged on a Five-point Likert scale i.e. 'strongly disagree' to 'strongly agree'. 'I feel emotionally attached to this organization', 'I really feel as if this organization's problems are my own' and 'I feel a strong sense of belonging to my organization'.

### **3.3 Employee Engagement (EE)**

'Employee engagement is fulfilling and positive work-related state of mind characterized by vigor, dedication and absorption' (Schaufeli et al. (2006). According to Bright (2008) and Cable & Judge (1996), the short scale propounded by Schaufeli & Bakker (2003) is widely acknowledged to measure work engagement in academic research, and it was used in this study. The measurement utilized six items, with two items dedicated to each dimension. Sample items from this scale include: "I feel powerful and vigorous at work", "I am excited about my job", and "I get carried away when I'm working".

### **3.4 Person Organization fit (POF)**

POF is the degree to which an employee's values and objectives align with those of the company where they are employed (Kristof, 1996). Kristof-Brown et al. (2005) POF recommend using direct or indirect methods to measure POF. Indirect measures analyze actual fit by evaluating respondent and organizational attributes independently, whereas direct measures ask respondents about their perceived fit inside the organization. Direct measurements are more reliable and efficient predictors of employee outcomes than indirect measurements, according to research (Bright, 2008). Consequently, this study will employ direct metrics to evaluate employees' organizational fit. POF will be measured using 5-point Likert scale items developed by Cable & Judge, (1996). Examples include: "My values align with or align with my organization's values," "My goals are extremely similar to my organization's goals," "My values align with those of current employees in this organization," and "Overall, I believe I fit well with my organization."

### **3.5 SEM Analysis**

Structure Equation Modeling is a robust assessment mechanism. It has two popular versions i.e. PLS-SEM and CB-SEM. PLS-SEM is frequently used in management research and was recommended by Henseler et al. (2015). The adaptability of the PLS-SEM as a measurement tool highlights its contemporary significance, as highlighted by Hair Jr. et al. (2021). PLS-SEM stands out for its minimal data requirements and absence of strict assumptions about data normality (Hair et al., 2012). The suggested structural model has been evaluated using Smart PLS after the measurement model has been evaluated. Convergent and discriminant validity are assessed in the first step using confirmatory factor analysis. In the second step, indirect effects are studied and direct effects are evaluated using SEM with route analysis (Hair Jr et al., 2021). To analyze the mediating impact of POF, bootstrapping on the basis of 5000 resampling has been applied. To ensure and uphold the normalcy of the assumptions, we tested the data. Values below 2 were found for skewness and kurtosis, indicating that the normalcy assumptions are not seriously violated (Anderson & Gerbing, 1988).

## **4. Results and analysis**

Convergent and discriminant validity are evaluated as part of the measurement model evaluation process, which confirms the validity and reliability of the items. Factors like factor loading, AVE, and CR are used to establish convergent validity in confirmatory factor analysis. The indicator's absolute standardized loading needs to be at least 0.70 (Hair Jr. et al., 2017). It's also advised to use standardized loadings of at least 0.60 (Chin et al., 1997, 2012) and even 0.50 (Hasan & Ali, 2007). The loading threshold in this study is 0.50, which is likewise regarded as

appropriate (Hair Jr et al. (2021b). Reliability, emphasized by(Hair et al., 2012), is confirmed through CR values surpassing the 0.7 threshold, which is evident in Table 2. Internal validity is demonstrated by AVE, with values exceeding 0.5 (Cheung & Wang, 2017).

**Table: 1** Construct Factor Loading, Reliability and Validity

Variables	Items	Loadings	VIF	Cronbach's alpha	CR	AVE
Selective Hiring	SH1	0.687	2.305	0.864	0.917	0.786
	SH2	0.713	3.372			
	SH3	0.779	3.798			
	SH4	0.833	4.314			
Extensive Training	ET5	0.787	3.189	0.905	0.934	0.779
	ET6	0.776	3.167			
	ET7	0.824	3.474			
	ET8	0.869	4.811			
Job Security	JS9	0.671	2.279	0.729	0.848	0.651
	JS10	0.561	1.859			
Promotion	PRO13	0.784	2.986	0.822	0.883	0.654
	PRO14	0.665	2.233			
	PRO15	0.731	2.310			
	PRO16	0.727	2.534			
Autonomous Job Design	AJD17	0.787	3.714	0.927	0.948	0.821
	AJD18	0.735	3.295			
	AJD20	0.816	3.525			
Communication	COM21	0.781	3.019	0.784	0.86	0.606
	COM22	0.525	1.797			
	COM23	0.608	2.108			
	COM24	0.726	2.364			
EE	EEV1	0.852	2.315	0.548	0.899	0.601
	EEAB3	0.740	1.681			
	EEAB4	0.751	1.777			
	EEDE5	0.893	2.974			
	EEDE6	0.824	2.146			
AC	AC7	0.829	2.247	0.651	0.91	0.718
	AC8	0.893	3.161			
	AC9	0.866	2.728			
	AC10	0.796	1.972			
Person Organization Fit	POF1	0.762	1.529	0.654	0.874	0.636
	POF2	0.867	2.288			
	POF3	0.741	1.677			
	POF4	0.814	1.639			



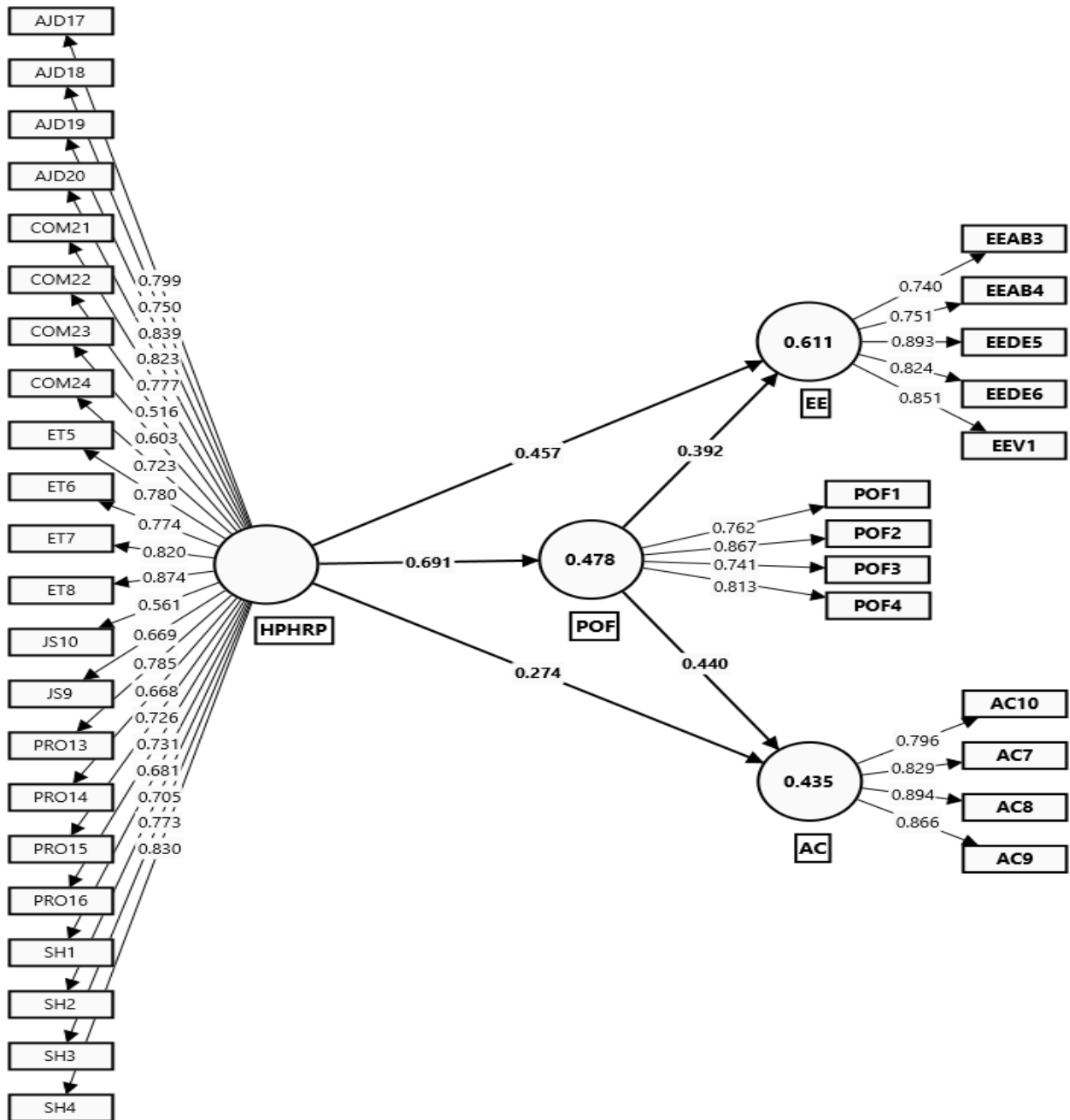


Figure 2 Confirmatory Factor Analysis

Additionally, the HTMT method was applied to test discriminant validity. There are several recommendations available for HTMT validation; according to the conservative standard, it should stay below 0.85. (Kline, 2015). Discriminant validity is confirmed by the table, which shows that the constructs' HTMT values are both below 0.85 and statistically significant.

**Table: 2** *Heterotrait-monotrait ratio*

Constructs	HTMT
EE <-> AC	0.803
HPHRP <-> AC	0.625
HPHRP <-> EE	0.784
POF <-> AC	0.728
POF <-> EE	0.833
POF <-> HPHRP	0.783

**Table: 3** *Fornell-Larcker Criterion*

Constructs	AC	EE	HPHRP	POF
AC	<b>0.847</b>			
EE	0.697	<b>0.814</b>		
HPHRP	0.578	0.729	<b>0.742</b>	
POF	0.629	0.709	0.691	<b>0.797</b>

Note: The square root of AVE is shown in bold, whereas correlations between the constructs are displayed in the other parts.

#### 4.1 Model Fitness

The structural model demonstrated good consistency. We give the results without control variables to encourage model parsimony. The validity of the suggested model was supported by its acceptable fit.

**Table: 4** *Model Fitness*

Fit Indices	Saturated model	Estimated model
SRMR	0.073	0.076
d_ULS	3.318	3.648
d_G	1.850	1.884
NFI	0.702	0.698

#### 4.2 Evaluation of structural models

The evaluation of the structural model includes analyses using the PLS-SEM framework, such as path analysis, mediation, and slope analysis. (Ringle, 2005). Hypothesis confirmation is based on  $\beta$ -values and t-values. Acceptance of hypotheses is indicated by  $p < 0.05$  and  $t > 1.96$  at a 5% significance level. Table affirms the relationships among variables in direct, indirect, and mediation impacts on employee attitudes. Results demonstrate positive support for almost all hypotheses.

**Table: 5** *Direct Relationship*

Paths	Beta Value	T statistics	2.5%	97.5%	P values	Result
HPHRP -> AC	0.274	3.959	0.137	0.410	0.000	Supported
HPHRP -> EE	0.457	7.764	0.338	0.568	0.000	Supported
HPHRP -> POF	0.691	24.742	0.637	0.744	0.000	Supported

POF -> AC	0.440	6.794	0.312	0.564	0.000	Supported
POF -> EE	0.392	6.399	0.274	0.513	0.000	Supported

Strong evidence for each of the proposed connections between HPHRP, POF, AC, and EE is shown by the analysis. A substantial positive correlation exists between HPHRP and AC ( $\beta = 0.274$ ,  $T = 3.959$ ,  $P = 0.000$ ) which indicates that employees are more committed to the company when they perceive HPHRP. Additionally, HPHRP has a significant positive effect on EE ( $\beta = 0.457$ ,  $T = 7.764$ ,  $P = 0.000$ ), suggesting that these HR procedures improve worker engagement and excitement. Additionally, HPHRP has a significant impact on POF ( $\beta = 0.691$ ,  $T = 24.742$ ,  $P = 0.000$ ), indicating that HPHRP is essential for bringing employees' values into line with those of the company. POF, in turn, significantly improves EE ( $\beta = 0.392$ ,  $T = 6.399$ ,  $P = 0.000$ ) and AC ( $\beta = 0.440$ ,  $T = 6.794$ ,  $P = 0.000$ ), highlighting the likelihood of increased commitment and engagement among employees when they feel a strong fit with their company. All of these findings point to POF's mediation function between HPHRP and public sector engagement and commitment.

### 4.3 Mediation Analysis

The hypothesis on the mediating impact was examined using the Smart PLS bootstrapping tool in accordance with the guidelines Hair et al. (2013). This method does not rely on assumptions about the distribution of the variables.

**Table: 6** *Specific Indirect Paths*

Paths	Beta Value	T statistics	2.5%	97.5%	P values	Result
HPHRP -> POF -> AC	0.304	6.408	0.214	0.398	0.000	Supported
HPHRP -> POF -> EE	0.271	5.908	0.187	0.367	0.000	Supported

The results show that POF has a major mediating role in the relationship between HPHRP and both AC and EE.  $\beta = 0.304$ ,  $T = 6.408$ , and  $P = 0.000$  all show that HPHRP has a strong indirect influence on AC through POF. Similarly, POF favorably mediates the relationship between HPHRP and EE, as shown by  $\beta = 0.271$ ,  $T = 5.908$ , and  $P = 0.000$ . This illustrates the significance of POF in fostering commitment and engagement through HR practices.

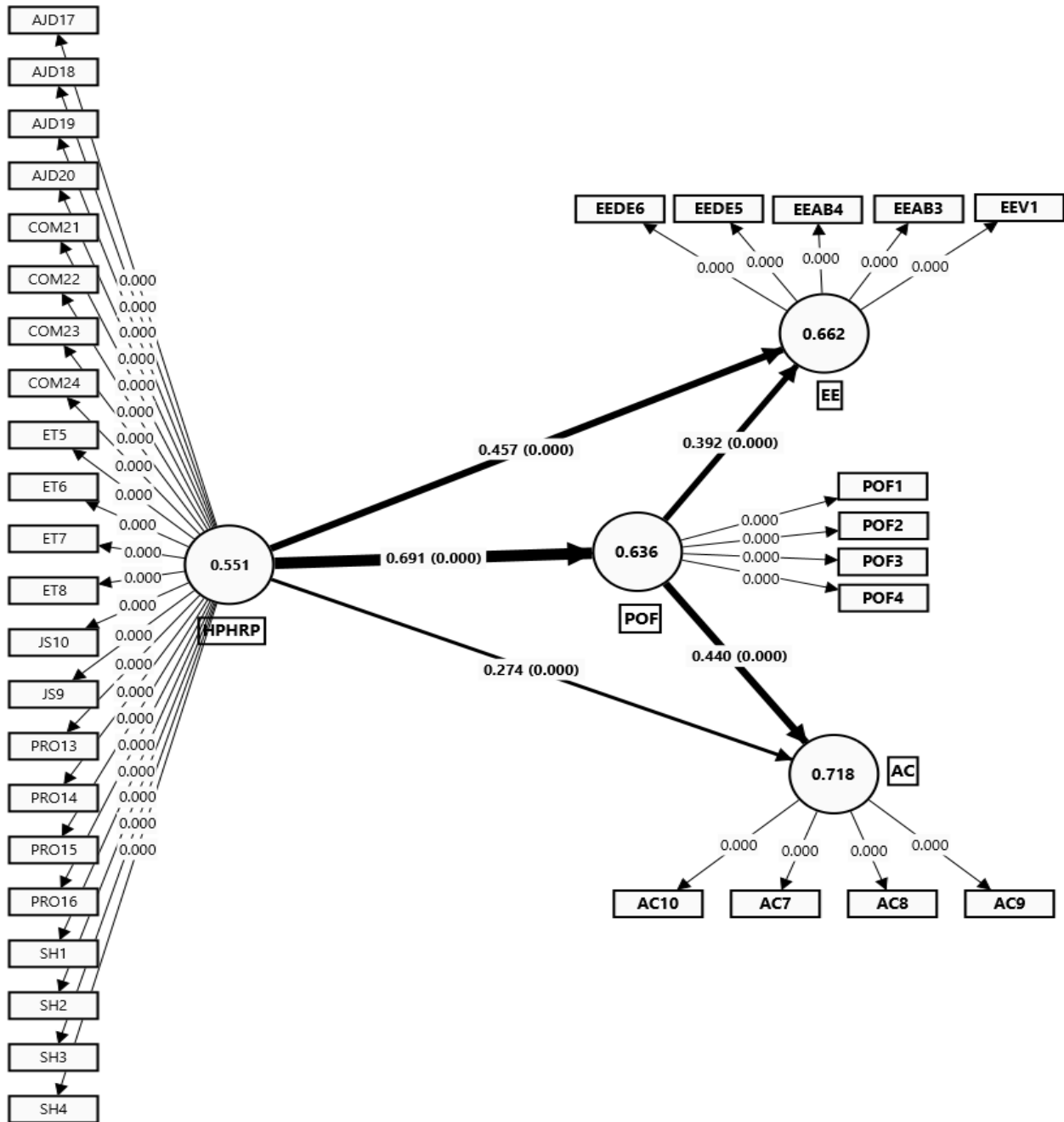


Figure 3. Hypothesized Model

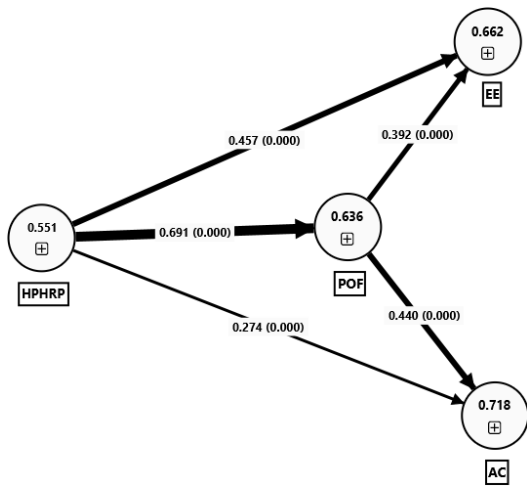


Figure 4: Path coefficients, P values having constructs as AVE.

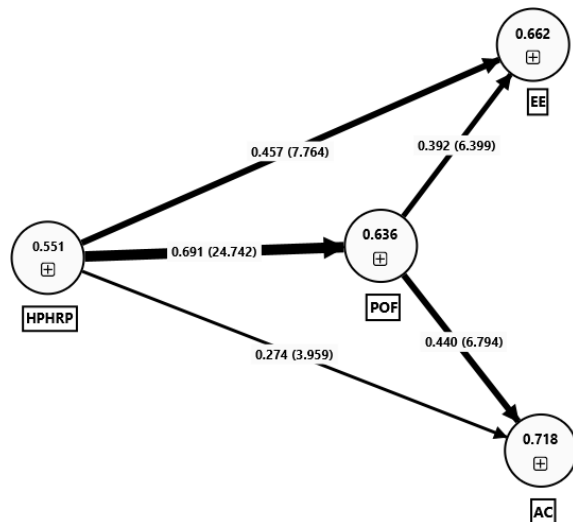


Figure 5 Path coefficients and T values having constructs as AVE.

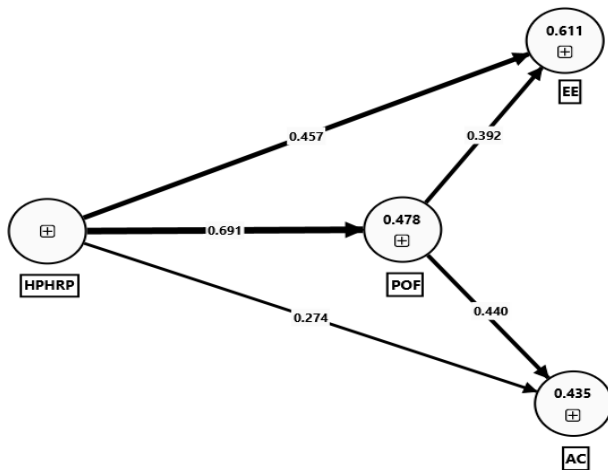


Figure 6: Path coefficients and constructs as R<sup>2</sup>.

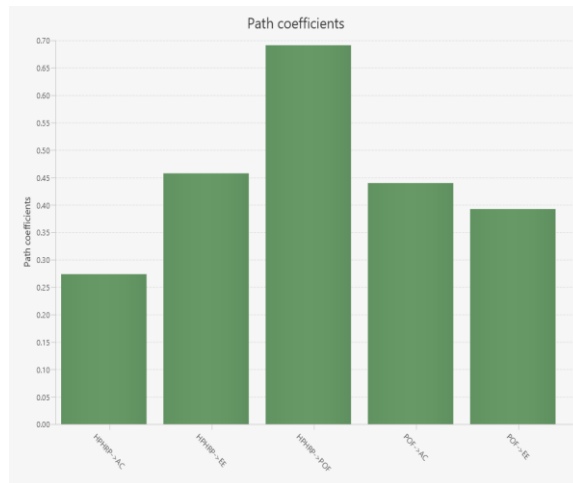


Figure 7: Path coefficients Bar Chart

Note: HPHRP=High performance HR Practices, PSM= Public Service Motivation, POF=Person Organization Fit, EE=Employee engagement, AC=Affective Commitment

## **5. Discussion**

Recent calls to look into the processes behind HPHRP's impact on employee outcomes are addressed in this paper. We specifically investigated POF's mediating function on EE and AC. Our research of a dataset from Pakistani public sector organizations showed a strong and positive correlation between HPHRP and POF. According to this relationship, HPHRP helps workers comprehend the values, aims, objectives, and expectations of the company, which promotes greater alignment between workers and the company. (Boon et al., 2011). Compared to other research done in Egypt (A. M. Mostafa, 2016), the Netherlands (Takeuchi & Takeuchi, 2013), Pakistan (Siyal et al., 2020), and Japan (Boon et al., 2011), our results indicate that HPHRP explains a greater variance of 63.6% in POF. This emphasizes how important HPHRP is in determining employee-organization alignment in the public sector of Pakistan. A significant amount of the variance in POF, 63.6% (fig. 4), was explained by HPHRPs, which was significantly more than in earlier research. According to Boon et al. (2011), HPHRPs accounted for 29% of the variance in POF in the Netherlands, whereas Jung & Takeuchi (2014) found that HPHRPs accounted for 28% of the variance in POF in Japan. In Egypt, 47.3% of variance was recorded by Mostafa (2016). 47.6% of the variance was explained by Siyal et al. (2020).

There are a number of contributing reasons to this phenomena. First, according to Lauver and Kristof-Brown (2001), hiring in the public sector places a higher priority on job abilities than organizational fit. Second, POF is influenced by personal preferences and the nature of the job. Finally, in line with the findings of Vigoda & Cohen (2002), our sample's comparatively young age indicates that HPHRP has a higher impact on bringing younger employees' values and goals into line with the business.

Therefore, the findings of this study indicate that HPHRPs have a particularly important role in influencing the values and aspirations of employees in Pakistan, as they accounted for a greater percentage of the variation in POF than did employees in the Netherlands, Japan, and Egypt. This demonstrates that HPHRP effectively conveys organizational values, objectives, and expectations to staff members, hence promoting stronger alignment between staff and organizations. (Boon et al. 2011). Our research supports the notion that HPHRP positively affect employee outcomes through POF (Jung & Takeuchi, 2014). Further evidence of POF's importance as a mediator comes from the fact that it mediates the relationship between HPHRP and employee outcomes entirely.

## **6. Theoretical Contribution**

This study adds significantly to the body of literature by addressing recent requests to investigate the fundamental processes that connect HPHRP to employee outcomes. (Boon & Kalshoven, 2014a). The empirical evidence demonstrates that HPHRP foster a strong POF, leading to increased emotional attachment and engagement among employees. This research contributes to the corpus of knowledge on POF by investigating how HPHRP affects POF and employee outcomes. It also provides fresh perspectives on the intricate connections among HR procedures, employee sentiments, and organizational results. The study's findings have important ramifications for comprehending the processes underlying employees' positive attitudes and actions. Specifically, our findings reveal how emotional attachment to organizations leads to EE, ultimately benefiting organizations by retaining skilled human resources. This research also enhances our understanding of the psychological processes underlying employee outcomes, highlighting the critical role of POF in shaping employee experiences.

Notably, our research tests these correlations in the understudied public sector context,

establishing the generalizability of findings from other regions (Eatough et al., 2011; Khatri et al., 2001). This contributes to the development of a more nuanced understanding of HPHRP's effectiveness across diverse organizational settings. Furthermore, our study addresses gaps highlighted in previous research (A. M. Mostafa, 2016) shedding light on POF's mediating role in the HPHRP-employee outcomes relationship. Hence, this research offers significant theoretical and practical implications for understanding the complex interplay between HPHRP, POF, and employee outcomes.

### **7. Practical Implications**

The results of this study have important applications for organizations looking to improve the positive experiences of their employees. It's critical to align the values and objectives of the firm with those of its personnel. This alignment is successfully fostered by HPHRP, which include internal promotions, job stability, continuous training, and work autonomy. To leverage HPHRP, managers should design these practices around the organization's mission and objectives, ensuring employee goals align with organizational goals. Effective implementation and communication of HPHRP are also vital, positively influencing employees' perceptions. By integrating HPHRP with organizational culture, managers can reinforce employees' identification with the organization and strengthen their bonds, leading to increased engagement, commitment, and retention. Employers are able to provide a nurturing workplace where workers flourish owing to this strategic strategy. Second, it was noted that workers in the public sector have difficulties with their HR supervisors, which exacerbates their negative sentiments and increases their desire to leave. HR managers should thus concentrate on strengthening their bonds with staff members and fostering an atmosphere in which they feel free to voice their concerns. Greater homogeneity in objectives is made possible by POF, which is significantly influenced by the workplace environment, organizational culture, and alignment between individuals' and the organization's goals.

Third, in order to foster the early formation of good attitudes, companies are urged to hire workers who share their work values and goals. EE may benefit from this alignment, becoming more driven to work with interest rather than merely fulfilling chores out of duty. Lastly, the POF mechanism's incorporation into the interaction between commitment, EE, and HPHRP offers important insights into identifying the most qualified workers for the company. This study establishes a mediation paradigm through POF, which adds a new layer to our knowledge of how HPHRP affects EE and AC.

### **8. Limitations and way forward**

Despite the substantial contributions and implications of our research, it is crucial to recognize certain limits. Firstly, a cross sectional design limits this study. Although SEM makes it possible to verify model fit, it is unable to prove causal linkages, which call for experimental or longitudinal evidence. Future studies could use experimental or longitudinal approaches to address this. Secondly, our research only looked at two employee outcomes: EE and AC. However, future research might look at other outcomes that haven't been as thoroughly studied in comparable settings, like job performance, job satisfaction, job identification, or organizational citizenship behavior.

Thirdly, based on previous research, the study used a set of six standard HPHRP. However, there is disagreement on which particular HPHRP should be examined in connection with employee outcomes. As a result, the chosen practices could not accurately reflect all HPHRP that is being used by different organizations. Finally, the findings cannot be generalized to the Pakistani

public sector since the sample was drawn from public sector organizations including Pakistan Railways, WAPDA, and SNGPL. Future scholars are therefore urged to investigate these connections in various international contexts as well as in other Pakistani public institutions.

## 9. Conclusion

By demonstrating the influence of HPHRP on the positive attitudes of employees in Pakistan's public sector, our study adds to the body of literature on HPHRP and POF in the context of public sectors. We examine the mechanism by which HPHRP affects employee outcomes and offer a mediation strategy. Additionally, the results of our study demonstrate how HPHRP improves EE and AC by influencing employee outcomes through the POF mechanism. The data show that HPHRP and POF are positively correlated, while POF mediates the relationship between HPHRP and public sector employees' EE and AC. The study's findings will have an impact on the public sector generally and Pakistan specifically. We hope that the findings of the study will motivate scholars to further investigate our approach in various contexts.

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