

LINKING EMPLOYEE ENGAGEMENT, SKILL DEVELOPMENT, KNOWLEDGE ENHANCEMENT AND FAIR REWARD SYSTEM AS CATALYSTS FOR HIGH PERFORMANCE WORK SYSTEM THROUGH STRONG HR PRACTICES

Dr. Muhammad Sajjad

Associate Professor

Southern Business School, University of Southern Punjab, Pakistan

Email: muhammadsajjad@isp.edu.pk

Abstract

High Performance work systems (HPWS) is the main concentration for manufacturing firms to boost their efficiency. By sensing the importance of HPWS, the current study focuses on this very issue for manufacturing of Pakistan by taking the employee engagement, skill development, knowledge enhancement and fair system as independent variables while strong human resource practices have been taken as a mediator. Small registered and manufacturing firms making sports items from Sialkot, Pakistan were the target population and data was collected from their HR personnels and owners. The main concern was that how these firms are practicing for HPWS to boost their competitive advantage, foster innovation, productivity and employees well being. By utilizing the quantitative approach, data from 256 individuals were collected from top management and HR personnels. From analysis, it was found that employee engagement, skill development, knowledge enhancement and fair reward system are the catalyst and necessary for high performance work system and these relationships are well explained through strong HR practices for manufacturing firms. These findings have both theoretical as well as practical implications by providing the new insights for HR professionals for optimizing the high performance work system.

Keywords: High Performance Work Systems, Employee Engagement, Skill Development, Knowledge Enhancement, Fair Reward System, Manufacturing Firms

1. Introduction

Firms striving for sustainable competitive advantage are continuously focusing on High performance work system (HPWS) through the integration of their strong HR practices. The same applies to the manufacturing firms where human resource practices are integrated with work efficiency to enhance organizational outcomes. In this turbulent business environment, which is characterized through rapid technological advancement and dynamic working conditions, the interventional role of HR practices is very crucial. It can be achieved by engaging the employees, developing their skills, enhancing their knowledge and practicing for fair reward system. By employing the best HR practices and above-mentioned key factors, the overall organizational success can be assured for manufacturing firms. In fact, strong HR practices ensure the HPWS if implemented properly. In this contemporary environment, manufacturing firms are increasingly focusing on the importance of strong human resource practices as an essential driver to gain competitive advantage. This helped the firms to allure, develop and retain skilled and talented work force that become the fuel for the organizational success. HPWS cannot be achieved slowly by just focusing on strong HR practices. In fact, this is the integrated framework of employee engagement, skill development, knowledge enhancement and fair reward system which provided the bases and foundation for organizational success. If HPWS is implemented properly, it ensures organizational success by enhancing the work force skills and motivational level. It also help in seeking more opportunities and contribute in gaining competitive advantage and achieving organizational goals. However, the link of HPWS to achieve the organizational goals is not simple but it is multifaceted and complex. The key challenge here is the prevailing practices of HR system. If it is well integrated with organizational goals and adopting the best practices, the success is guaranteed other wise it will lead towards failure. Adoption of these

best HR practices not only boost the morale of workforce but also enhance the effectiveness of HPWS (Boxall, 2012; Messersmith et al., 2011; Peethambaran & Naim, 2025).

Small manufacturing firms are continuously striving to achieve high performance through their strategic HR initiatives but the outcome of these initiatives varies in effectiveness and leads towards inconsistent outcomes. The poor HR practices in these firms deteriorate the relationship of workforce and reduced output. To address this issue, the study examined the role of Strong HR practices for HPWS to engage the employees, to develop their skills, to enhance their job knowledge and to ensure the fair reward system (Choudhary & Kunte, 2024; Riaz, 2016).

2. Literature Review

2.1. High Performance Work System

It is basically the human resources practicing that is basically designed to enhance the workers skills in their fields and other fields, it also promotes their motivation and productivity which ultimately leads it to improving the organizational performance. It mainly focusses on creating a work environment where employees are aligned with the organization by empowering them and engaging them in suitable tasks. They are basically aligned towards hitting the organizational goals. It majorly includes the practices such as selection process and rigorous recruitment, their development and extensive trainings and performance-based compensations plus their involvement in the decision making of the organization promotes a culture of collaboration and innovation. The core idea behind it is investing in the workers creativity to promote a creative and supportive working environment which leads to the satisfaction at a higher level aided with the commitment of workers to their duties. High performance work system (HPWS) impacts in a positive way to both the individual and the organizational outputs. For workers, these systems provide effective opportunities for their skill development, meaningful work and career growth which promotes their job satisfaction and reduce turnover.

HPWS plays an effective role in increased innovation, productivity and competitiveness. Companies that implement HPWS see the improvements in product quality, client satisfaction, and monetary performance. They encourage the employees to beyond their limits and beyond their job responsibilities to take the initiative and contribute to continuous improvement. Moreover, they promote a culture of trust and collaboration where workers are motivated to give their best in the performance (Appelbaum, 2000; Boxall & Macky, 2009; Zahoor et al., 2025).

However, it's success depends on how well these practices are instigated and associated with the organization's planned goals. Leaders play an important role in creating an atmosphere where HPWS can flourish by providing the basic resources. By involving employees in the decision making of the organization and recognizing their contributions will enhance their sense of ownership and commitment. Organizations should also make sure that HPWS practices are specific to their needs and context as it fits but it may not yield desired results.

HPWS is a powerful framework of engaging employees, their productivity and also the organizational success. When the organization started to invest in employees then this will lead to the creation of a supportive environment among the workers and the organization and organization can proceed to its full potential and to achieve supportable growth. It not only benefits employees by providing them with the opportunities for their growth and development but also helps organizations say competitive in a progressively multifaceted and energetic occupational landscape (Han et al., 2025; Zahoor et al., 2025).

2.2. Employee Engagement

It is a complicated construct that shows the degree to which workers are cognitively, emotionally and behaviorally invested in their work and organization. It encourages the feelings of dedication, enthusiasm and absorption in tasks, also the willingness to go beyond their limits and the job requirements. Studies highlights that the workers that are engaged by the organizations shows higher level of energy, focus and commitment to their work in the industry, which shows an amazing improvement in job performances. It also leads to the innovation and organizational loyalty among the workers who are working in the industry (Presbitero et al., 2025).

Key drivers of employee engagement include the supportive leadership for the employees, a positive environment for them to work, opportunities for their growth along with the growth of organization and recognition of their contributions in the organization. When the hardships of workers are promoted and are recognized then there arises a feeling in them of devotion for their organization because they know that their efforts are being seen in the industry and they even work more harder to prove themselves to the industry. Some of the studies also shows that the dynamic nature of the engagement can fluctuate over time due to reasons of changes in job roles, organizational culture, or personal circumstances. Its output is well documented which includes the increasing productivity, lowering the turnover rates, enhanced client satisfaction, and better monetary performance for the administrations. For measuring the engagement, studies often use the tool of Gallup's or the UWES (Utrecht Work Engagement Scale), which evaluate magnitudes which includes potency, devotion and preoccupation (Bedarkar & Pandita, 2014).

HPWS and employee engagement is well-explored area in organizational research, which highlights how strategic HR practices can foster a highly engaged and productive workforce. They both are the critical part of the organizational behavior and human resource management that have been extensively studied for their impact on organizational outcomes. HPWS is a set of resources practice which is designed to enhance employee skills, with the proper motivation and their participation in the decision-making processes, comprehensive training and development programs, performance-based decisions (Huang et al., 2018).

Employee engagement is basically a psychological state characterized by dedication and absorption in one's work. Workers are emotionally committed to their organization, passionate about their work, and willing to do extra work to contribute in their organizational success. It is often seen as a mediator between organizational practices and performance outcomes, as it reflects the extent to which employees are willing to invest their energy and effort into their work (Rothmann & Welsh, 2013).

The relationship between HPWS and employee engagement is often abstracted as a casual one, where HPWS serves as a precursor to engagement. HPWS can create the conditions necessary for employee engagement to flourish. For illustration, by providing workers with the opportunities and skill development and career advancement, HPWS can enhance their sense of capability and self-efficacy, which are the key drivers of engagement. Likely the performance-based rewards and recognition of one's work in the organization can increase worker's intrinsic motivation by aligning their personal goals with the authority goals, which will foster a sense of purpose and commitment (Badru et al., 2024; Muduli et al., 2016).

2.3. Skill Development

It is a critical element of organizational success and individual career growth, often highlighted in studies as a key driver of worker's performance, innovation and adaptability. It is the process of enhancing the workers abilities and knowledge and competencies to perform their current roles more effectively and to prepare them for future challenges. In the modern and new workplaces where technological advancements and market dynamics are constantly

evolving, skill development has a strategic priority for authorities to maintain a competitive edge. Research consistently emphasizes that investing in skill development not only improves workers productivity but is also fosters a culture of continuous learning and adaptability, which are essential for the business environment (Ayanponle et al., 2024).

Effective skill development in research settings typically follows a progressive trajectory from novice to expert. Researchers often focus on technical competencies, including research design, methodological proficiency, and analytical techniques specific to their field. As the skills begin to develop, researchers typically tend towards more sophisticated capabilities such as theoretical innovation, interdisciplinary integration, and research leadership. It is closely related to the workers motivation and job satisfaction and the employees get more opportunities for their growth and skills improvement that will make an increase in their value among others.

It also fosters the act of innovation and creativity. Workers who develop their skills continuously are more likely to think critically than the others that take no part in the skill development programs. The workers that are into the skill development programs are more likely to give the effective and innovative ideas to solve any of the problems that are faced by the institution or the organization. The industry that relies on technological advancements and creativity are IT, engineering and health care. Studies highlights that the organizations encourage the skill expansion through cross-functional drill, factories, and experience to new technologies create an atmosphere where workers feel confident to perform new experiments and take calculated risks with the touch of innovation (Vidal-Vilaplana et al., 2025).

Skill development is considered as a shared responsibility between employers and employees. While administrations are expected to provide resources and opportunities for learning, studies highlight the importance of self-reliant learning, where employees proactively seek out occasions to attain new skill, whether concluded by online courses, credentials, or schmoozing. This not only benefits the workers but also the organizations and its capability to adapt changing market demands and come up with an innovative idea with the experiments performed by the workers (Boxall & Macky, 2007; Peethambaran & Naim, 2025).

2.4. Knowledge Enhancement

Knowledge enhancement is the process of improving and increasing the understanding, skills, and proficiency of entities or administrations through the achievement, distribution, and application of new information. In research articles knowledge enhancement is a fundamental objective, as these articles serve as a podium for sharing discoveries and the meaningful knowledge of the important aspects of data in the research articles. Research articles make sure that the knowledge provided is certain and is credible and valuable for other authors for exploration and application process (Tiwari, 2022).

The process of knowledge enhancement often involves the interdisciplinary collaboration and its very much useful for the innovation and creativity process, it is done by the use of advanced technology and the combination of varied perceptions. By studying and having the knowledge of different type of fields and cross-cultural working enables workers to move toward the innovative behavior and this also helps in several fields which includes artificial intelligence, biotechnology and renewable energy programs. With this the policy makers, pretensioners and the scholars can play their role effectively in a society. Knowledge enhancement also enhances the critical thinking, creativity, and problem-solving skills and this helps the organizations to adapt to changing environment and innovative measures effectively (Mohd. Rodzi et al., 2015; Sundiman, 2017).

HPWS are the organizational frameworks designed to optimize worker performance, engagement and productivity through strategic human resource practices. These systems emphasize staff's development, empowerment and collaboration to gain the extraordinary

outcomes from any organization. Knowledge enhancement has an effective role in any of the organization's success because it directly influences the capabilities, skills and the adaptation power of the workforce. The practice of continuous learning and innovation a worker can cross its limits and will work beyond its limits that will be beneficial for both the organization and the worker because the worker will get to increase its skills and the organization will increase its output with the innovative commodities (Jyoti & Rani, 2017).

HPWS promotes the knowledge enhancement by the development and training. Organizations investing in the training programs and educational opportunities enable workers to acquire new skills to stay updated about the market and the latest trends in the industries. It basically improves the decision making of individuals and operational efficiency. Knowledge enhancement through training ensures that employees are equipped to handle the drastic situations with efficient and rational decisions only due to enhanced knowledge that was acquired by them (Atapattu, 2018; Bhatti et al., 2021).

2.5. Fair Reward System

Fair reward system refers to the approach within organizations to recognize the efforts of individuals and compensate workers equitably based on their contributions, performance, and value to the organization. It encompasses both the monetary reward which includes the bonuses, incentives and obviously salaries, also the non-monetary rewards such as career development opportunities, recognition and work life balance initiatives. Fair reward system has a positive effect on employees, they start to work more harder and in order to get rewarded of their work and its recognition a competitive environment is developed among the workers and it benefits the organization in which the workers are working and this gives maximized output to the organization (Hamukwaya & Yazdanifard, 2014).

When the organization will start to give the workers their fair rewards and recognition the workers will felt that their hard work is not going to be allocated to another guy but to themselves and this will motivate all the workers to work with devotion for the administration. By giving the proper recognition to the workers this will also create the loyalty among workers to the organization and when their opinions are also getting the importance they feel a sense of belonging to the organization and this helps in the development of administration (Akafo & Boateng, 2015).

It is also important for maintaining trust and transparency among the workers and the management. When the workers will be sure of the equitable distribution of the rewards, they are more motivated, productive and well committed to the organizational goals to achieve. Unfair reward system can lead to devastation of an organization, this will create dissatisfaction among workers, demotivation to work because they know that they will not get any recognition of their work so they prefer not to work, and high turning over rates (Chenhall & Langfield- Smith, 2003).

A fair reward system is a keystone of HPWS, as it directly influences worker inspiration, fulfilment and obligation, which are essential for the high work performance of an industry and achieving the high output. With the help of fair reward system organizations can create a positive work environment that will foster workers to contribute their maximized and best efforts to gain the goals set by the organization. One of the best ways to do the fair reward system is by meritocracy. In high-performance administrations employees are rewarded on the basis of their work and skills and also by their contributions not by favoritism or arbitrary criteria (Hamukwaya & Yazdanifard, 2014; Ngwa et al., 2019).

2.6. Strong HR Practices

It is a strategic and systematic approaches organization use to manage their human resources effectively. These practices incorporate employment, drill and progress. Strong HR practices are often highlighted as critical drivers of organizational success, as they directly influence

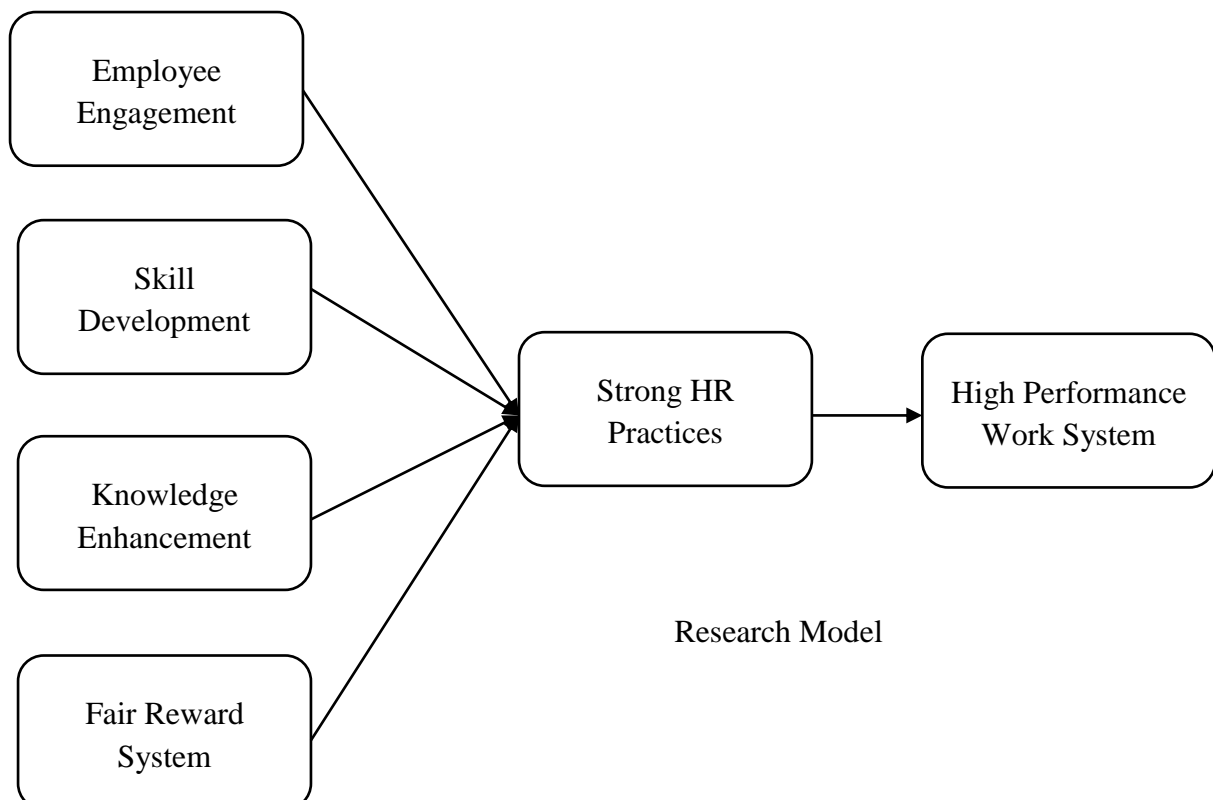
worker productivity, satisfaction, and retention. An effective HR practice is the one which ensures about the organizational attract, development and its retention on the top while fostering a positive work environment that aligns with the organizational goal (Guest & Conway, 2011).

It is not just an administrative function but is also a strategic tool that contribute to a long-term organizational performance. Recruitment practices that focus only on hiring individuals are not effective one but the one who hire people who align the organization's value and goals can lead to better cultural fit and also the higher employee engagement. Training and development programs that equip employees with the skills needed to adapt to changing business environments enhance organizational agility and innovation. Performance management systems that provide regular feedback and recognition help employees understand their roles and contributions, leading to improved motivation and productivity. Overall, strong HR practices create a foundation for sustainable growth by ensuring that employees are empowered, engaged, and aligned with organizational objectives (Mostafa, 2017).

Strong HR practices are integral to the success of HPWS, as they provide the tools and structure needed to create high performance culture. By aligning the HR practices with the HPWS principles, organizations can foster an environment where employees are motivated, skilled, and committed to achieving superior outcomes (Rauch & Hatak, 2016).

Strong HR practices are fundamental component of high-performance work system, as they provide the tools and structures needed to create a high-performance culture. By aligning recruitment, training, performance management, and employee engagement practices with the principles of HPWS, organizations can foster an environment where employees are skilled, motivated and committed to attain the goals that are set by the organizations (Cao et al., 2022; Tran Huy, 2025).

2.7. Theoretical Framework



Research Model

3. Research Methodology

Study adopted the systematic approach to investigate the impact of employee engagement, skill development, knowledge enhancement and fair reward system on high performance work system for manufacturing firms in the presence of strong HR practices as a mediating variable. The target population of this study was sports goods manufacturing firms operating in the region of Sialkot, Punjab, Pakistan. The data was collected from the owners and HR officials of these manufacturing firms. The purpose was to measure the effectiveness of HPWS with strong HR practices. To test the hypotheses and check the causal relationship, quantitative approach of was used. The study adopted the cross sectional survey design as the data was collected only a single time. The sampling frame consisted on all small manufacturing firms making sports goods and registered in chamber of commerce and industry associations. The information about these firms have been gathered using the available databases of Government, Chamber of Commerce and Industry Associations. Firms were selected based on their size, location, operational activities and their relevance with manufacturing sports goods.

HR officials and owners of these small manufacturing firms were contacted for data collection. A total of 300 respondents were approached out of which 256 responses were added in for data analysis. The sample size was determined by using to approach of Krejcie and Morgan's sample size table. Data was collected through a structured questionnaire adapted from the previous studies. Apart from the demographics, all questions were measured by using the 5 point likert scale. High performance work system (HPWS) was measured using the scale of Huselid 1995 and Sun et al 2007. Employee engagement was measured by using the scale of Schaufeli et 2006. Skill development was measured by using the scale of Delaney and Huselid 1996. Knowledge Enhancement was measured by using the scale of Nonaka and Takeuchi 1995. Fair reward system was measured by using the scale of Pfeffer 1998 while strong HR practices was measured using the scale of Becker and Huselid 2006.

4. Data Analysis

The hypothesized relationship between Employee Engagement (EE), Skill Development (SD), Knowledge Enhancement (KE) and Fair Reward System (FRS) with High Performance Work System (HPWS) was measured in two phases. In first phase of analysis, descriptive analysis was done while 2nd phase consisted of measuring the direct and indirect relationship of independent variables with dependent variable and then in the presence of mediating variable of Strong HR Practices (SHRP).

Table 1: Descriptive Statistics and Reliability Analysis

Variable	Mean	Standard Deviation	Cronbach's Alpha
Employee Engagement (EE)	3.12	0.45	0.88
Skill Development (SD)	3.89	0.16	0.78
Knowledge Enhancement (KE)	3.05	0.49	0.81
Fair Reward System (FRS)	3.78	0.46	0.86
Strong HR Practices (SHRP)	3.10	0.54	0.80

High Performance Work System (HPWS)	3.03	0.58	0.83
---	------	------	------

The descriptive statistics in table 1 revealed that all observed variables have average mean score around 3, indicating that most of the respondents agreed with statements in general that EE, SD, KE, FRS and SHRP are related with HPWS. The relatively low scores of standard deviations of all these variables suggested the consistency in the responses. This consistency is overwhelmed with the scores of Cronbach's Alpha where its value exceeded from 0.7 for all variables. Based on the statistics obtained through descriptive analysis, it can be concluded that all scales meet the criteria of reliability having higher internal consistency.

Table 2: Correlation Matrix

Variable	EE	SD	KE	FRS	SHRP	HPWS
EE	1.00					
SD	0.67	1.00				
KE	0.68	0.75	1.00			
FRS	0.70	0.69	0.71	1.00		
SHRP	0.58	0.70	0.62	0.78	1.00	
HPWS	0.62	0.73	0.65	0.79	0.80	1.00

** p<0.01 (2 -tailed)

The correlation matrix in table 2 showed the significant and positive relationship among all observed variables of the research model. EE, SD, KE and FRS are strongly correlated with SHRP and HPWS. The higher value of r between strong HR practices and high performance work practices played an important role in enhancing the authenticity of the model. The strong and positive correlation matrix provided the preliminary support for the hypothesized model of the study.

Table 3: Confirmatory Factor Analysis

Construct	Factor Loading	AVE	Composite Reliability
EE	0.89	0.75	0.93
SD	0.86	0.73	0.92
KE	0.88	0.78	0.89
FRS	0.87	0.74	0.91
SHRP	0.91	0.77	0.92
HPWS	0.90	0.79	0.90

Confirmatory factor analysis in table 3 confirmed that constructs have valid convergent validity as all factor loadings of the constructs exceed the threshold value of 0.70. Average variance extracted (AVE) values of all constructs are above 0.50 while the values of composite reliability (CR) is greater than 0.80. From the calculated values in table 2 and 3, it is indicated that all constructs of the study are reliable and valid. All the descriptive values in table 1, 2 and 3 support the measurement model and clear the pathway for further analysis to measure the direct and indirect relationship of the research model.

Table 4: Structural Model Results

Hypothesis Path	β	SE	t value	p value	Result
H1: EE - HPWS	0.25	0.02	4.50	0.000	Supported
H2: SD - HPWS	0.30	0.04	6.50	0.000	Supported
H3: KE - HPWS	0.38	0.03	7.00	0.000	Supported
H4: FRS - HPWS	0.35	0.05	11.67	0.000	Supported
H5: SHRP - HPWS	0.39	0.05	5.00	0.000	Supported

From table 4, it is evident that EE, SD, KE, FRS and SHRP have strong and positive relationship with high performance work system in the sports goods manufacturing firms. Table 4 showed the direct relationship among the observed variables. All p values of independent variables are less than 0.01 showing the significance of observed variables with the high work performance system. The higher value of β showed that strong human resource practices have critical and significant relationship with the high performance work system.

Table 5: Mediation Analysis Results

Path	Direct Effect	Indirect Effect	Total Effect	Result
EE - SHRP - HPWS	0.28	0.21	0.48	Partial Mediation
SD - SHRP - HPWS	0.25	0.19	0.43	Partial Mediation
KE - SHRP - HPWS	0.20	0.15	0.38	Partial Mediation
FRS - SHRP - HPWS	0.22	0.14	0.35	Partial Mediation

Table 5 showed the mediation analysis or indirect relationship among the observed variables. Employee engagement, skill development, knowledge enhancement and fair reward system found to enhance the work performance system in the sports manufacturing firms where strong human resource practices partially mediates the relationship of all IVs with strong high performance work system (HPWS).

5. Conclusion

The primary aim of this study was to measure the antecedents who played vital role in boosting the high performance work system in sports manufacturing firms of Pakistan. Employee engagement, skill development, knowledge enhancement and fair reward system were taken as independent variables for high performance work system whereas strong human resource practices were taken as a mediator for the above mentioned relationships. The study provide both theoretical as well as practical insights for the manufacturing firms through which these firms can foster their performance and align its human resource with its strategic framework. The analysis confirmed that EE, SD, KE and FRS are important and critical drivers for high performance work system in the sports manufacturing firms especially in the presence of mediating variable of SHRP. The results affirmed that manufacturing firms should adopt an integrated and strategic approach towards its HRM with special focus on employees oriented initiatives to obtain the status of high performance work system (HWPS).

References

- Akafo, V., & Boateng, P. A. (2015). Impact of reward and recognition on job satisfaction and motivation. *European Journal of Business and Management*, 7(24), 112-124.
- Appelbaum, E. (2000). *Manufacturing advantage: Why high-performance work systems pay off*. Cornell University Press.
- Atapattu, M. (2018). High performance work practices and knowledge workers' propensity for knowledge management processes. *Knowledge Management Research & Practice*, 16(3), 356-365.
- Ayanponle, L. O., Awonuga, K. F., Asuzu, O. F., Daraojimba, R. E., Elufioye, O. A., & Daraojimba, O. D. (2024). A review of innovative HR strategies in enhancing workforce efficiency in the US. *International Journal of Science and Research Archive*, 11(1), 817-827.

- Badru, A. F., Karadas, G., & Olugbade, O. A. (2024). Employee voice: the impact of high-performance work systems and organisational engagement climate. *The Service Industries Journal*, 44(7-8), 563-591.
- Bedarkar, M., & Pandita, D. (2014). A study on the drivers of employee engagement impacting employee performance. *Procedia-Social and Behavioral Sciences*, 133, 106-115.
- Bhatti, S. H., Zakariya, R., Vrontis, D., Santoro, G., & Christofi, M. (2021). High-performance work systems, innovation and knowledge sharing: An empirical analysis in the context of project-based organizations. *Employee Relations: The International Journal*, 43(2), 438-458.
- Boxall, P. (2012). High- performance work systems: what, why, how and for whom? *Asia Pacific Journal of Human Resources*, 50(2), 169-186.
- Boxall, P., & Macky, K. (2007). High- performance work systems and organisational performance: Bridging theory and practice. *Asia Pacific Journal of Human Resources*, 45(3), 261-270.
- Boxall, P., & Macky, K. (2009). Research and theory on high- performance work systems: progressing the high- involvement stream. *Human resource management journal*, 19(1), 3-23.
- Cao, M., Zhao, S., & Xu, Y. (2022). How HR systems are implemented matters: high- performance work systems and employees' thriving at work. *Asia Pacific Journal of Human Resources*, 60(4), 880-899.
- Chenhall, R. H., & Langfield- Smith, K. (2003). Performance measurement and reward systems, trust, and strategic change. *Journal of management accounting research*, 15(1), 117-143.
- Choudhary, P., & Kunte, M. (2024). Is high-performance work system making employees happy? An integrated model and research agenda for sustainable organizational growth. *Employee Responsibilities and Rights Journal*, 36(4), 401-419.
- Guest, D., & Conway, N. (2011). The impact of HR practices, HR effectiveness and a 'strong HR system' on organisational outcomes: a stakeholder perspective. *The international journal of human resource management*, 22(8), 1686-1702.
- Hamukwaya, S. I., & Yazdanifard, R. (2014). How a proper performance related reward system can contribute to work performance excellence. *Open Journal of Business and Management*, 2(3), 189-194.
- Han, M., Hu, E., Zhao, J., & Shan, H. (2025). High performance work systems and employee performance: the roles of employee well-being and workplace friendship. *Human Resource Development International*, 28(1), 36-55.
- Huang, Y., Ma, Z., & Meng, Y. (2018). High- performance work systems and employee engagement: empirical evidence from China. *Asia Pacific Journal of Human Resources*, 56(3), 341-359.
- Jyoti, J., & Rani, A. (2017). High performance work system and organisational performance: Role of knowledge management. *Personnel Review*, 46(8), 1770-1795.
- Messersmith, J. G., Patel, P. C., Lepak, D. P., & Gould-Williams, J. S. (2011). Unlocking the black box: exploring the link between high-performance work systems and performance. *Journal of applied psychology*, 96(6), 1105.
- Mohd. Rodzi, M. Z., Ahmad, M. N., & Zakaria, N. H. (2015). Using essential processes in knowledge integration for knowledge enhancement. *Vine*, 45(1), 89-106.
- Mostafa, A. M. S. (2017). High-performance HR practices, positive affect and employee outcomes. *Journal of Managerial Psychology*, 32(2), 163-176.
- Muduli, A., Verma, S., & Datta, S. K. (2016). High performance work system in India: Examining the role of employee engagement. *Journal of Asia-Pacific Business*, 17(2), 130-150.
- Ngwa, W. T., Adeleke, B. S., Agbaeze, E. K., Ghasi, N. C., & Imhanrenialena, B. O. (2019). Effect of reward system on employee performance among selected manufacturing firms in the Litoral region of Cameroon. *Academy of Strategic Management Journal*, 18(3), 1-16.

- Peethambaran, M., & Naim, M. F. (2025). Unleashing the black-box between high-performance work systems and employee flourishing-at-work: an integrative review. *International Journal of Organizational Analysis*, 33(4), 829-847.
- Presbitero, A., Fujimoto, Y., & Lim, W. M. (2025). Employee engagement and retention in multicultural work groups: The interplay of employee and supervisory cultural intelligence. *Journal of Business Research*, 186, 115012.
- Rauch, A., & Hatak, I. (2016). A meta-analysis of different HR-enhancing practices and performance of small and medium sized firms. *Journal of business venturing*, 31(5), 485-504.
- Riaz, S. (2016). High performance work systems and organizational performance: an empirical study on manufacturing and service organizations in Pakistan. *Public Organization Review*, 16(4), 421-442.
- Rothmann, S., & Welsh, C. (2013). Employee engagement: The role of psychological conditions. *Management Dynamics: Journal of the Southern African Institute for Management Scientists*, 22(1), 14-25.
- Sundiman, D. (2017). Human resource management in the enhancement processes of knowledge management. *Binus Business Review*, 8(3), 167-173.
- Tiwarim, S. P. (2022). Knowledge Enhancement and Understanding of Diversity. *Technium Soc. Sci. J.*, 30, 159.
- Tran Huy, P. (2025). How does high-performance work system influence employees' creativity? The role of critical reflection and human resource management attribution. *International Journal of Emerging Markets*, 20(2), 638-659.
- Vidal-Vilaplana, A., González-Serrano, M. H., & Crespo-Hervàs, J. (2025). Exploring elite athletes' entrepreneurial intentions: unraveling the impact of high-level sports career in skills development. *International Entrepreneurship and Management Journal*, 21(1), 1-31.
- Zahoor, S., Chaudhry, I. S., Yang, S., & Ren, X. (2025). Artificial intelligence application and high-performance work systems in the manufacturing sector: a moderated-mediating model. *Artificial Intelligence Review*, 58(1), 1-28.