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Impact of High-Performance Management Practices on Affective Commitment: A Mediating Mechanism of Job Satisfaction

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Abstract

The objective of this study was to explore the relationship between high performance management practices (HPMP) and affective commitment (AC) through mediating mechanism of job satisfaction (JS). Questionnaires were distributed among 260 employees of five banks (Habib Bank Limited, Faysal Bank, Bank Alfalah limited, Summit Bank and Standard Chartered Bank) using non probability convenient sampling technique. Kenny (2012) contemporary approach for mediation was used to find out relationship between the variables. Results showed that HPMP have significant and positive relationship with AC. Similarly, the results also showed that there is positive relationship between HPMP and JS. From the results it is concluded that JS partially mediates the relationship between HPMP and AC.

Introduction

Human Resource Management (HRM), job satisfaction (JS), along with organizational commitment (OC) have grabbed researchers' attention during the last 30 years. A large number of research scholars have contributed in HRM, as well as in related fields such as organizational behavior, and industrial and organizational psychology for many years (Martin & Llusar, 2018; Guest, 2017). As a result, many theoretical models (ability, motivation and opportunity (AMO) theory, social exchange theory, contingency perspective, configurational model, universalistic perspective, theory of resource-based, and fully integrated model) have been repeatedly referred and new ones are developed (Shah & Khan, 2019; Boselie, Dietz, & Boon 2005).

There is no doubt that significant literature has been developed and many theoretical models have been proposed over time; however, there is no clear agreement on HPMP (Savaneviciene & Stankeviciute, 2010). Likewise, there is also no consensus

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on any method of HRM bundling (Hoque, Wass, Bacon & Jones, 2018). Generally, scholars recommend that HPMP are supposed to be linked with more proximal measures since it is easier to link them theoretically and methodically. HPMP tend to be closest to attitudinal measures including JS (Guest, 1999), as well as OC (Tsui, Pearce, Porter, & Tripoli, 1997).

Besides the fact that numbers of researchers on JS and OC have increased in the last twenty years, their results are not consistent (Yousef, 2000). Some researchers, such as, (Katou, 2012) while reviewing relationship between JS and OC observed that scholars have contributed their efforts in this field, the association between JS and OC is still not clear. It was also mentioned that some scholars have reported negative relation between OC and JS (Yiing & Ahmad, 2009), other reported positive link (Maulana & Anindita, 2017), while others claim no or weak relationship (Curry *et al*, 1986).

Additionally, there is a problem of causality, that is, whether, JS precedes OC (Mulyono et al., 2020; Chen, Chen, & Chen, 2010), or OC precedes JS (Namasivayam & Zhao, 2007). This suggests that the association between OC and JS is regarded as an important issue (Meyer et al., 2002). To evaluate this relationship there is a dire need to adapt common HPMP and analyze its impact on proximal outcomes, namely, JS and OC. In this connection literature generally support that HPMP are closer to JS so it is logical to evaluate the impact of HPMP on JS. Literature also reveals that JS further leads to OC. So, on the basis of literature we assumed that HPMP are closer to JS than OC; hence, JS was considered as a mediating variable, between HPMP and OC.

Pfeffer was among the pioneers who provided different list of HRM practices and called it HPMP (Pfeffer 1994; Pfeffer, Hintano, 1995; Pfeffer, 1998). Later on, significant researchers identified different list of HRM practices and called it HPMP (Tsai, 2006). In this connection, (Boselie, Dietz, & Boon 2005) reviewed and evaluated existing list of HRM practices and provide a list of four common HRM practices, which include: training & development, pay and reward, managing performance, and recruitment & selection. Therefore, these four HRM practices would be adopted for the purpose of this study.

Our introduction section clearly reflects that the research on HRM, JS and OC have been subject to a number of challenges and ambiguities. Researchers generally have categorized these challenges into theoretical and methodological problems. This research covers both theoretical and methodological challenges and the particular focus is on analytic methods of advanced mediation analysis. Hence, there is a need to adapt the common HPMP and link it to AC through relevant mediators. Review of literature helped us to assume that HPMP leads to AC through the mediating mechanism of JS. So it is assumed that HPMP are closer to JS than AC; therefore, JS would be considered as a mediating variable, between HPMP and AC.

Banks in Peshawar are facing the problem of low performance, low commitment, poor productivity and low level of JS. Many attempts in this regard have been put forward

to study either organizational processes, or procedures to make these organizations more profitable. However, HPMP and employee's job attitudes, like JS as well as OC receive rare researcher's interest. The research in hand concentrated on HPMP and its relationship with JS and OC was determined. Since human resource is the main and valuable asset for any organization, therefore, it was important to study the underlying mechanism between HPMP, JS and OC. In this connection, this research will try to answer the following questions, (1) what is the relationship between HPMP and JS? (2) Does JS mediate the association between HPMP and AC?

This study contributes to the existing knowledge and literature on HPMP, JS, and OC in different ways. Previous research mostly used different set of HPMP or HPWS and relate it with JS and OC. Consequently, the objective of this study is to advance the literature of HPMP by evaluating its impact on JS which in turn lead to AC. When it comes to HPMP, there is no common list of HRM practices (Savaneviciene, & Stankeviciute, 2010). So, this study contributes to literature by adopting a common list of HPMP and link it with employees' attitudes.

Second, this study contributes to literature by extending the debate from HPMP to HRM outcomes, such as JS, job involvement and OC. In this regard, the most important concern is the causality between HPMP, JS, OB involvement, and OC. It is not clear, whether JS precedes OC, and JI or vice versa. As, analyzing the mechanisms that effect employees job involvement, OC, and JS have been the researchers' main priority. We assumed JS as the intervening mechanism through which HPMP would enhance AC. This assumption is largely supported by literature (Shah & Khan, 2019).

Literature Review

Successful management needs effective HRM system. To develop an effective HRM system, organizations need to adopt HPMP. It refers to HRM related activities that are in compliance with internal policies, structures, methods, and executed to ensure that people within organization are contributing to achieve their individual as well as organizational objectives (Nguyen *et al*, 2020).

Pfeffer (1994) was among the pioneers who identified HRM practices. He initially introduced sixteen HRM practices, which include: (1) recruitment (2) employment security (3) high wages (4) empowerment (5) promotion from within (6) long term perspective (7) incentive pay (8) training and skill development (9) use of teams and job redesign (10) cross-utilization and cross-training (11) overarching philosophy (12) wage compression (13) employee ownership (14) information sharing (15) measurement of the practices (16) symbolic egalitarianism. However, in his other work Pfeffer, Hintano (1995) reduced this list to thirteen HRM practices including (1) selectivity in recruiting (2) promotion from within (3) high wages (4) incentive pay (5) cross-utilization and cross-training (6) employment security (7) empowerment (8) self-managed teams (9) training & skill development (10) employee ownership (11) information sharing (12) wage compression (13) symbolic egalitarianism.

High Performance Management Practices (HPMP)

Initially, HRM researchers mostly focussed on the impact of individual HRM practices on single employees' attitude, namely, job involvement, OC, and JS. However, with the passage of time modern researchers shifted their focus from individual HRM practices to many HRM practices and called it "HRM bundles", generally called as HPMP, and they analyse the impact of HRM bundles on HRM outcomes (Jiang *et al*, 2012).

HRM bundles can be defined as a combination of HRM practices, with the intention to develop workers skills, flexibility, and commitment and increase their knowledge (Hoque, Wass, Bacon & Jones, 2018). A large number of research studies tried to identify and select some HRM practices and group them into HRM bundles and link them with HRM outcomes.

In this connection, Pfeffer (1998) also reduced his earlier list of sixteen HRM practices to only seven, and called it HPMP, which include: (1) selectivity in recruiting (2) extensive training (3) self-managed teams (4) high compensation contingent on organizational performance (5) employment security (6) sharing information, and (7) reduction in status difference. Similarly, Redman & Matthews (1998) proposed HPMP of key HRM interventions consisting of (1) recruitment and selection (2) remuneration system (3) team working (4) training & development (5) employee involvement, and (6) performance appraisal.

Many researchers have contributed their efforts to identifying HRM practices in different sectors. For example, some authors have analyzed HPMP as self-managed work teams, total quality management, employee communication, consultation as well as empowerment, that are considered the opposite of Taylor's 'scientific management' (Tsai, 2006). While, Subramony (2006) explained HPMP as 'development of a skilled and motivated workforce by implementing solid HR guidelines as careful personnel selection, reward for performance, training, along with involvement of employees.

However, after reviewing 104 impact factor papers, Boselie, Dietz, and Boon (2005) recommended training & development, pay and reward, managing performance, and recruitment & selection as four most common high performance management practices. So, for purpose of this study, Boselie, Dietz, and Boon (2005) recent list of high-performance management practices would be adopted.

HRM Outcomes

Robbins & Judge (2013) explained three job related attitudes, which includes: JS, job involvement and OC. They further added that perceived organizational support and employee engagement are other key attitudes. However, for the purpose of this research we evaluate the effect of HPMP on JS and OC.

Job Satisfaction

According to Robbins (1986) JS is the general attitude employees' have for their jobs. It could be explained as employee's positive reaction towards their jobs (Schermerhorn, Hunt, & Osborn, 1997). Similarly, Lambert, Barton, & Hogan (1999) defined JS as "the satisfaction of specific needs linked with employee's work." Furthermore, JS indicates the degree that the environment in which employee's work fulfills their needs and values and employee's reaction to that environment (Tewksbury & Higgins, 2006). A satisfied employee will have positive attitude towards his job, conversely an employee who is dissatisfied will demonstrate negative attitude towards his job (Robbins, 1993). So, if the organization wants its employees to perform best, it should keep them satisfied.

Organizational Commitment

Mowday, Steers, & Porter (1979) explain OC as employee's long-term relationship with the organization, planning to remain with the organization, having a solid belief in the organizational objectives and they also fight for achieving organizational goals. Further, Meyer and Allen (1997) mentioned that the employee who stays with the organization in good and bad days, is regular at work, cares for assets of the company, and the employee who shares the goals of the company is called a committed employee. They also believe that individuals strongly committed to the organization are more precious to the organization than those who are less committed. Hence, organizational commitment is one of the most crucial theories related to employee attachments in the organization (Wombacher & Felfe, 2017).

It has three types: affective (the psychological feeling and association of a worker to remain in the organization socially and organizationally), continuance (the cost-benefit assessment of whether to remain with the organization or leave), and normative (Moral factors that compel an employee to stay in the workplace (Meyer & Allen, 1997). However, research generally reported that AC is mostly related to HRM outcomes relative to other types of commitment (Robins & Judge, 2008). Similar results were also reported by other researchers that AC is a better measure of HRM outcomes relative to other types of commitment. AC was responsible for 72% of the cases, relative to 36% for normative commitment, and 7% for continuance commitment (Dunham, Grube, & Castaneda, 1994). This means that AC is better predictor compared to other two types, therefore, only AC was considered for this study.

Relationship between HPMP and JS

Literature generally reflects that HPMP have positive and significant relationship with employees JS (Alsafadi & Altahat, 2020). Further, proper implementation of HPMP not only enhances employees' attitudes, such as, JS but it also develops employees' ability, skills, and provides opportunity and further motivates employees (Nguyen *et al*, 2020). The effective execution of HPMP is the prime factor that leads to employees JS and improving OC (Quresh *et al*, 2010). Similarly, Bozovic, Bozovic, Ljumovic (2019) reported a positive and strong relationship between HPMP and JS. They further

recommended increase in financial reward system of banks, which in turn would enhance employees JS.

Similarly, Panghal & Bhambu (2013) reported that supervisor behavior, nature of work, coworker behavior, promotion, the quality of management, reward system, and working environment are closely related to JS. Khan (2010) further reinforces that proper and effective management of HPMP is the most important factor that has a significant impact on OC, JS, and also increasing employees' productivity. In this connection, other researchers also revealed that there exists a positive and strong relationship between HPMP and JS (Abubakar et al., 2017). Likewise, a study conducted in Bangladesh also reflects a positive and significant relationship between HPMP and JS (Mizanur *et al*, 2013). So, literature helps us to conclude that HPMP by and large have positive and significant impact on JS.

*H₁: HPMP have significant and positive relationship with JS.*

Relationship between JS and AC

Ingsih *et al*, (2020) concluded strong relationship between JS and AC. Similar results were verified by Akpinar *et al* (2013) who stated that a substantial association exists between JS and AC which reflects that satisfied employees will have greater AC. Spector (2008) also confirmed that JS is associated most strongly with AC. Furthermore, results of other authors also suggested that JS has positive link with AC (Irving, Coleman & Cooper, 1997). Michaels (1994) also added that employees satisfied with their job have increased AC.

Likewise, results of Aydogdu & Asikgil (2011) also showed strong positive connection between JS and AC. In addition, Yucel (2012) also verified job satisfaction to be a vital antecedent of AC. Findings of Iverson & Roy (1994) were analogous to these results, which revealed that AC is positively affected by job satisfaction. In addition, the findings of Gunlu, Aksarayli &Percin (2010) were also in line with these results which concluded that there is considerable effect of job satisfaction on AC. Further, Kalantari, Hafshejani & Raissi (2015) proposed that there is positive link between JS and AC.

H₂: JS mediates the relationship between HPMP and AC.

Figure 1: Mediating mechanism of JS

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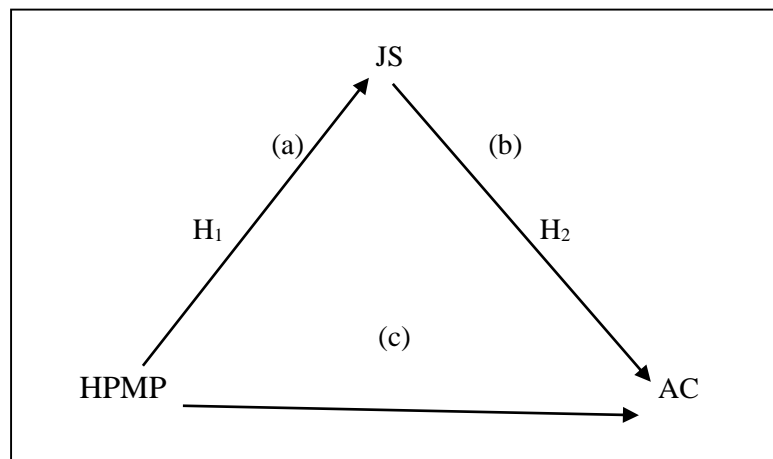
Research Methods

This study adopted a survey research design which measured three variables, independent variable, mediating variable, and dependent variable. The independent variable was HPMP (selection, remuneration & recognition, team-working, and training & career development) the mediating variable was JS, and the dependent variable was AC.

Tools for Data Collection

The study used a Likert scale questionnaire which consist of three sections. The first section centered on HPMP, namely, selection, remuneration & recognition, training & career development and team relationship. The second section was related to JS and the third section was devoted for OC. The scale for HPMP was adapted from Chew (2004), and its sample items include: this organization has the same values as I do with regard to honesty, this organization pays well etc. The scale for JS was adapted from Camman *et al* (1983) and its sample items include: all in all, I am satisfied with my job. While, the scale for AC was adapted from Meyer & Allen (1997) and its sample items include: I would be very happy to spend the rest of my career with this organization. In this connection, the results of aforementioned measures are in acceptable ranges, reproducing Cronbach's alpha coefficients for selection ($\alpha=0.884$), remuneration and recognition ($\alpha=0.868$), training and development ($\alpha=0.867$), team relationship ($\alpha=0.872$), JS ($\alpha=0.880$), and AC ($\alpha=0.874$).

Population & Sample

Employees working in private banks located in Peshawar were used as a population of this study. While the sample for this study included five private banks (Summit Bank, Faysal Bank, Habib Bank Limited, Bank Alfalah and Standard Chartered Bank). Non-probability convenient sampling technique was used for this study. The questionnaires among employees were distributed through in person visit.

Data Analyses

The research involved two types of analysis like descriptive analysis and inferential analysis pertaining to HPMP, JS, and OC. Data collected from employees was analyzed via descriptive statistics and Kenny (2012) contemporary mediation analysis, using SPSS version 21.

In descriptive statistics, frequency distribution was used to check the descriptive stats regarding age group of the employees working in the aforementioned banks, gender of employees, and number of employees working in the top, middle & lower level of management respectively. Similarly, the education level of employees along with their years of experience was also found out. Likewise, to test the mediating effect of JS, Kenny (2012) contemporary approach of mediation was used. Moreover, Sobel test was used to evaluate the indirect effect of JS.

Overall, 260 questionnaires were distributed among the employees of the private banks. Out of which 141 employees responded to the questionnaire which is (54.24%). Table 1 shows that (22%) respondents were from Bank Alfalah Limited (BAL), (28.4%) from Faysal Bank, (19.9%) from Habib Bank Limited (HBL), (14.2%) from Standard Chartered Bank (SCB) and (15.4%) from Summit Bank. Similarly, (77.3%) of respondents among employees were male and the rest of the (22.7%) were female.

There were (45.4%) respondents who were aged between 20-29 years and (38.3%) respondents came under 30-39 years, (13.5%) respondents were those who were between age category of 40-49 and the remaining (4%) were aged between 50-65 years. Likewise, (23.40%) of the respondents were from top level of management, (30.50%) were from middle level of management, and the remaining (46.10%) were from lower level of management. Besides, (34.04%) of the respondents were those who had bachelor degree, (36.88%) had master degree, (22.69%) were MS and the remaining (6.39%) were those who had PhD degree. Furthermore, (53.19%) of the respondents had 1-5 years of experience, (25.53%) were those had experience form 6-10 years, (12.77%) had 11-15 years of experience and the rest of the (8.51%) of the respondents were those who had 16 and above years of experience.

Table-1: Descriptive Statistics

Variable	No of respondents	Percentage
Employees		
Bank Alfalah Limited	31	22.00
Faysal Bank	40	28.40
Habib Bank Limited	28	19.90
Standard Chartered Bank	20	14.20
Summit Bank	22	15.40
Total	**141**	**100**
Gender		
Male	109	77.30
Female	32	22.70
Total	**141**	**100**
Age		
20-29	64	45.40
30-39	54	38.30
40-49	19	13.50
50-59	4	4.00
Total	**141**	**100**
Designation		
Upper level	33	23.40
Middle level	43	30.50
Lower level	65	46.10
Total	**141**	**100**
Education		
Bachelor	48	34.04
Master	52	36.88
MS	32	22.69
PhD	9	6.39
Total	**141**	**100**
Experience		
1-5 years	75	53.19
6 - 10 years	36	25.53
11 - 15 years	18	12.77
16 and above years	12	8.51
Total	**141**	**100**

Table 2 shows the reliability analysis for the questionnaires used to collect responses of the respondents about (1) HPMP, which include selection, remuneration and recognition, training and development, team relationship, (2) JS, and (3) AC. The reliability analysis shows that all the scales were reliable enough for the study to be used.

Table 2: Reliability analysis & Collinearity diagnostics

Construct	A	CI	1	2	3	4	5	6
S	0.884	11.60	1					
RR	0.868	15.89	0.617	1				
TCD	0.867	17.85	0.525	0.728	1			
TR	0.872	21.21	0.531	0.658	0.679	1		
JS	0.880		0.598	0.628	0.620	0.555	1	
AC	0.863		0.538	0.715	0.754	0.705	0.631	1

S=Selection, RR=Remuneration & recognition, TCD= Training and career development, TR=Team relationship, JS=Job Satisfaction, AC=Affective commitment, α= Reliability analysis, CI= Condition index.

The results of correlation coefficients reflect that majority of our independent variables are related to each other (table 2); however, the correlation results are not greater than 0.80. So, on the basis of correlation coefficients we may suspect a problem of multicollinearity. To clearly detect this problem, we have also used condition index (CI). As the values of our CI falls within a range of 10 to 30; it suggests that there exists moderate multicollinearity. It would have been more severe, if it had exceeded 30 (Gujarati, 2007). So, on the basis of abovementioned two tests, we are confident to state that severe multicollinearity problem does not prevail in our data.

Inferential Statistics

HPMP and AC

The results regarding HPMP and AC are presented in table 3. It reflects that our model is highly significant (F=68.086). Results further indicate that with the exception of selection (0.374), HPMP have significant impact on AC. The significant impact of remuneration & recognition (0.005), training and career development (0.000) and team relationship (0.000) is witnessed is table 3.

$$AC = B_0 + B_1 S + B_2 RR + B_3 TD + B_4 TR .... (1)$$

Table 3: The impact of HPMP on AC

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-.140	.272		-.514	.608
Selection	.086	.097	.058	.893	.374
Remuneration & recognition	.257	.090	.231	2.848	.005
Training & development	.392	.082	.373	4.755	.000
Team relationship	.274	.074	.268	3.706	.000

Dependent Variable: Affective Commitment
F=68.086, N= 141, R Square = .667

R^2 = 0.677 reflects that, 67% variations in dependent variable (AC) is due to HPMP (selection, remuneration & recognition, training & career development and team relationship). Similarly, the results of individual variables on AC reflect that, if there is one unit change in explanatory variable (selection), it will bring about 8.6-unit change/increase in dependent variable (AC). Similarly, if there is one unit change in second explanatory variable (remuneration & recognition), it will bring 25.7-unit change in dependent variable (AC). Likewise, if there is one unit change in third explanatory variable (training and development), it will bring about 39.2-unit change in dependent variable. Finally, if there is one unit change in the last explanatory variable (team relationship), it will bring about 27.4-unit change in the dependent variable.

The positive and significant results of the last three variables may be due to the reason that HPMP are considered key to human resource management department in private banking, which have direct and significant effect on employee AC. The insignificant variable (selection) may be due to the fact that selection has no contribution towards AC. Our Results are similar to (Paré & Tremblay, 2007) who state that there is positive connection between HR practices and AC.

HPMP and JS

Results pertaining to the HPMP and JS of the private banking sector of Peshawar are presented in Table 4. It reflects the impact of HPMP on JS. Results indicated that only team relationship has no impact on JS; while, other HPMP positively and significantly contribute in JS. The positive and significant impact of selection, remuneration & recognition, training and career development is reflected in table 4.

$$JS = B_0 + B_1 S + B_2 RR + B_3 TD + B_4 TR \dots\dots\dots\dots\dots\dots\dots\dots\dots\dots\dots (2)$$

Table 4: The impact of HPMP on JS.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.109	.200		5.539	.000
Selection	.265	.071	.289	3.705	.000
Remuneration & recognition	.134	.066	.198	2.010	.046
Training & development	.166	.061	.260	2.730	.007
Team relationship	.059	.054	.095	1.083	.281

Dependent Variable: Job Satisfaction
F=35.530, N= 141, R Square = .511

Table (4) measures the impact of HPMP on JS. The results showed that overall model is significant (F = 35.530). R^2 = 0.511 reflects that, 51% changes in dependent variable (JS) are due to HPMP (selection, remuneration & recognition, training & career development and team relationship). Similarly, the results of individual variables on JS

reflect that, if there is one unit change in explanatory variable (selection), it will bring about 26.5-unit change/increase in dependent variable (JS). Similarly, if there is one unit change in the second explanatory variable (remuneration & recognition), it will bring 13.4-unit change in the dependent variable (JS). Likewise, if there is one unit change in the third explanatory variable (training and development), it will bring about 16.6-unit change in the dependent variable. Unlike, the other three explanatory variables, team relationship did not contribute towards JS.

Table (4) also reflects that, selection (p = .000) and training & career development (p = .007) turned out to be highly significant, remuneration & recognition (p = .046) is moderately significant, while team relationship (p = .281) did not contribute towards JS. The lower P-values of the first three variables indicate that the HPMP (selection, remuneration & recognition, training & career development) are important for JS in private banking sector; while, the last variable (team relationship) have no impact.

The significant results of the first three variables are due to fact that HPMP are considered key to human resource management department in private banking, which have direct and significant effect on JS. The insignificant variable (team relationship) may be because employees in banking sector prefer to work individually as a result, they are not affected by team working.

Our results supported the findings of Hansia (2009) who suggested that fairness in recruitment and selection planning leads towards JS, in other words recruitment and selection is a vital predictor of JS. Similarly, remuneration and recognition showed positive link with JS. Yaseen (2013) also reported that JS can be enhanced by offering good compensation system including pay, recognition, opportunities for promotion and meaningful work.

Analysis also indicated considerable association between training & development and job satisfaction which supports findings of Garcia (2005) suggesting that training & development has significant positive effect on JS. This study also indicated that in Pakistani banking sector team relationship has no contribution towards JS.

JS and AC

Results regarding JS and AC are presented in Table 5. It reflects the effect of JS on AC. Results indicated that JS has significant and positive impact on AC. The significant impact of JS on AC is reflected (P=0.041) in table 5.

$$AC = B_0+B_1S+B_2RR+B_3TD+B_4TR+B_5JS……………………………………. (3)$$

Table 5: The impact of JS on AC

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.403	.297		-1.356	.177
Selection	.024	.100	.016	.235	.814
Remuneration	.225	.090	.203	2.489	.014
Training and Development	.353	.084	.336	4.214	.000
Team relationship	.260	.073	.255	3.544	.001
TJSAT	.237	.115	.144	2.066	.041

Dependent Variable: Affective Commitment
F= 56.630, N=141, R Square = .677

Table (5) reflects that the model as a whole is statistically significant (F = 56.630). R^2 = .677 indicate that 67.7% variation in the dependent variable (AC) has been explained by variations in explanatory variable (JS). As per the criteria model 3 produced the significant contribution of JS variable (b=0.237, p= 0.041). Moreover, as per the criteria, with the incorporation of JS, the contribution of selection = 0.086, remuneration and recognition = 0.257, training and development = 0.392, team relationship = 0.274 have reduced to 0.024, 0.225, 0.353, and 0.260 respectively. Hence, this fulfills the overall criteria for JS of being a mediator. However, remuneration and recognitions, training and career development, and team relationship remains significant, therefore, JS is partially mediating this mechanism.

Our results support the findings of Sonia (2010) who suggested that there is positive association between JS and AC.

Total, Direct and indirect effect

Kenny (2012) mentioned that researchers should avoid statistical significance testing and give more emphasis on total, direct and indirect (meditational) effect; hence,

Total effect (c) = Direct effect (c') + Indirect effect (ab)

Putting the value of c' and ab in the above equation would give total effect. The total effect can then be decomposed into direct and indirect effect;

Direct effect (%) = (c'/c) x 100
Indirect effect (%) = (ab/c) x 100

The value of a, b, and c', are provided in model 1 through 3. It is important to note here that team relationship, training and development, remuneration and recognition, and recruitment and selection contribute 94.92 percent, 89.98 percent, 87.65 percent, and 27.64 percent respectively. While, the indirect (meditational) effect of the stated HPMP through "JS" are 5.07 percent, 10.00 percent, 12.34 percent, and 72.35 percent respectively. However, (Kenny, 2012) suggested to evaluate the indirect effect through joint significant test, Sobel test, and bootstrapping.

Sobel Test

Table 6 provides detail computation for Sobel test. It uses the following formula to test hypotheses;

$$Z_{ab} = ab/s_{ab}$$

This test follows Z-distribution, such as, ab/s_{ab} would fall within 1.96 range for an ab equal to zero; or it will fall outside of the abovementioned interval. S_{ab} in the above model have been computed and provided in appendix II through its formula.

$$S_{ab} = \sqrt{(a^2s^2_b + b^2s^2_a)}$$

Z statistics calculated for the mediating effect of "JS" on HPMP (selection, remuneration and recognition, training and development, and team relationship) falls within the 1.96 range, which suggest that, the mediating effect of the stated HPMP are statistically insignificant.

Table 6: The impact of JS on AC

Direct and Indirect effect				
Coefficent	**Selection**	**Remuneration**	**Training**	**Team**
A	0.265	0.134	0.166	.059
B	0.237	0.237	0.237	0.237
c'	0.024	0.225	0.353	0.260
Ab	0.0628	0.0317	0.0393	0.0139
c = (c' + ab)	0.0868	0.2567	0.3923	0.2739
Direct effect (c'/c)	0.27649	0.8765	0.8998	0.9492
%	27.64	87.65	89.98	94.92
Indirect effect (ab/c)	0.7235	0.1234	0.100	0.0507
%	72.35	12.34	10.00	5.07
Sobel Test Computation				
Sobel test	**Selection**	**Remuneration**	**Training**	**Team**
a^2	0.07022	0.01795	0.0275	0.003481
b^2	0.05616	0.05616	0.05616	0.05616
s_a	0.071	0.066	0.061	0.054
s_b	0.155	0.155	0.155	0.155
s^2_a	0.005041	0.004356	0.003721	0.002916
s^2_b	0.02402	0.02402	0.02402	0.02402
$a^2s^2_b$	0.00168	0.0000429	0.0006605	0.0000836
$b^2s^2_a$	0.0002831	0.0002446	0.0002089	0.0001637
s_{ab}	0.044305	0.16955	0.0294855	0.15725
Z_{ab}	1.417447	0.1869655	1.33285	0.08839

Discussion

The purpose of this study was to evaluate the intervening mechanism of JS using HPMP as independent and AC as dependent variable. Our results support the intervening mechanism of JS between HPMP and AC. This study confirms that JS mediates the relationship between HPMP and AC. Therefore, our results advocate that the relationship between HPMP and AC is best explained through the mediating mechanism of JS.

Our first hypothesis claims that HPMP (selection, remuneration & recognition, training & development, and team working) have significant and positive relationship with JS. Our results support this hypothesis. The empirical results related to first hypothesis reflects that three out of four variables have significant impact on JS; while, only one variable (team relationship) have no impact on JS. As per our expectations, selection (p = .000), training & career development (p = .007), and remuneration & recognition (p = .046) have significant impact on JS. This means that employees' JS within an organization largely varies with the effective implementation of HPMP. Our empirical results, therefore, substantiates that HPMP are positively related with JS. So the answer of our first research question is that there is positive and direct relationship between HPMP and JS.

Similarly, our second hypothesis was that JS mediates the relationship between HPMP and AC. Our results reflect that the impact of JS on AC turn out to be significant; hence, it fulfils the criteria set for the mediating variable. However, with the incorporation of mediating variable (JS) other variables, such as, remuneration and recognitions, training and career development, and team relationship remain significant, therefore, the JS is partially mediating this mechanism. This means that there is no direct effect of HPMP on AC, rather HPMP effect AC through JS. Therefore, the answer of the second research question is that HPMP effect AC through the intervening mechanism of JS.

From theoretical perspective, this study provides important insights for research scholars to clearly state that JS precedes OC. Further, it also provides an insight into multiple attitudes prevailing within organization, such as, job involvement, JS, and OC. However, it is not clear whether JS precedes OC as well as JI, or vice versa. So, it provides a strong base for research scholars to test the aforementioned relationship.

Recommendations and Future research

Two parts of our research results need more consideration. Firstly, it is highly important to evaluate the impact of HPMP on JS as well as on AC. As, three out of our four variables have significant impact on both JS and AC. Therefore, this research study provides a base for research scholars to evaluate the impact of HPMP on JS and AC.

Second, from a practical aspect of research design it is necessary to consider all relevant independent and mediating variable in a model. As our results reflect that the impact of JS on AC was significant, therefore, it provides a base for further research to evaluate the mediating mechanism of different attitudes, on other related attitudes and behavior, such as, JS.

Conclusion

Our first hypothesis pertaining to HPMP and JS is partially accepted. This helps us to conclude that HPMP are responsible in most of the cases in the increase or decrease of JS within organization. As for as team working is concern, it needs proper

consideration from the management of private sector banks. The first three HPMP (selection, training & development, and reward & recognition) significantly contribute in JS; while team working does not contribute in it. It reflects that although team working relationship prevail in private banks; however, top level management need to further strengthen it in their respective organizations.

Our second hypothesis was that JS mediates the relationship between HPMP and AC is partially accepted. This helps us to conclude that there is no direct relationship between HPMP and AC; rather, HPMP effect AC through the intervening mechanism of JS. This indicates that JS is a major source for employees to remain committed to the organization. The effective management of HPMP would help management to keep their employees happy and satisfied, which in turn would keep employees committed to the organization.

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