

The effect of perception of existence of HPWS on employee's organizational commitment: A test of social exchange relationship and contingency perspective to implement HPWS in universities of China and Pakistan

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Abstract: This study examines the perception of existence of HPWS and its effect on academic faculty organizational Commitment. The study based on 20 public sector university of China and 23 public universities of Pakistan. First, we find positive perception of HPWS among academic faculty in universities of China and Pakistan that endorse the generalizability of western style of HPWS in Asian countries. Second, we find strong and positive relationship with HPWS and organizational commitment that support social exchange behaviour in organization to implement HPWS and shape employees positive attitude. This study also explains the importance of contingency perspective to implement HPWS.

Keywords: HPWS; Organizational commitment; academic faculty; universities; China, Pakistan

1. Introduction

The ever growing economies and globalisation has driven organizations in highly competitive environment to sustain reputation, retain employees and invariably increase firm performance. On the other hand acculturation, multinational environment increased expectation of employees towards their organization. Now the traditional HRM practice cannot meet the employees needs and unable the organizations to compete in global environment. The organizations are seeking a system which can enhance retention, organization commitment and contribute in firm ultimate objective of productivity and performance. Several HR system are beneficial for organizations and employees, like High involvement HR system (Lawler, 1986, Guthrie, 2001), High commitment management system (Wood and Menezes, 1998), and High Performance Work System (HPWS) (Huselid, 1995).

Researchers find out that HPWS provides the path to organizations for strategies to make their employees productive. In many countries around the world, HPWS has been subject of hot debate. The organizations implement HPWS not only to enhance work performance, productivity, but also organizational commitment (Lertxundi and Landeta, 2011, Wu and Chaturvedi, 2009b, Qiao et al., 2009). Through a growing body of research from various disciplines, HPWS has been promoted as a modern approach for productive enterprises and characterized as form of human resources management (HRM) that resulted into positive firm outcomes. The effective human resource management

practices provide organizations their effective means for establishing vigorous competitive advantages (Barney, 1995).

The debate is still continues that which practices can be abreast to construct HPWS as single entities. However as explained (Chaudhuri, 2009) various HR practices like targeted selection and recruitment, training, internal promotion, employees participation programs, team as fundamental unit of organization, formal performance appraisal, development appraisal, performance based pay system, merit based promotion, formal communication programs to keep employees informed about the firm, reduce differential status between manager and employees egalitarian, formal grievance or complaint resolution system, employees job security policies were used as HPWS in various studies to approve the linkage between HR practice and employees outcome (Guest, 1999, Huselid, 1995, Zacharatos et al., 2005, Truss, 2001, Guthrie, 2001, Wood, 1996, Pil and MacDuffie, 1996, Becker and Huselid, 1998, Ahmad and Schroeder, 2003). The organizations use HPWS to furnish employees attitude and behaviour to achieve their goals and as a competitive advantages (Bashir et al., 2011b).

As explained above in competitive environment organizations try to adopt best system for smooth operation. The traditional source of competitive advantages such as: technology and capital has reasonably reduced its values as these assets are now counted more widely as secondary source (Barney, 1991). Now employees considered as an important asset that can

provide a source of sustained competitive advantages because it is difficult to imitate and hard to surrogate (Neal et al., 2005). The organizations which use HPWS often involve employees in meeting to discuss work related issues and in decision making. This kind of attitude from employer builds a social relation which cause employees motivation and help them for future growth and commitment (Way, 2002, Wu and Chaturvedi, 2009b, Qiao et al., 2009).

Researchers argued that firms tried to connect HRM practices horizontally to a holistic HPWS and to fit HPWS vertically to firm's business strategy, culture, people, and process and in response could effectively foster greater productivity, profit and employees commitment (Neal et al., 2005, Wu and Chaturvedi, 2009b). Attempts are also being made to explore the links of HPWS with different employees' attitude in context of theories and under different circumstance according to regional and demographic factors that how it effects the firm high performance (Bowen and Ostroff, 2004).

This study is an attempt to explain the importance of Western style of high performance work system (HPWS) and its effect on employee's organizational commitment in cross culture setting, in light of social exchange and contingency theory specifically in universities of China and Pakistan.

2. Literature review

2.1 HPWS

The changing business world is turning the organizations toward new and modern business strategies to survive in competitive market. Keeping in view market trend, organizations are striving hard to adopt those human resource management practices that support organization's strategies and provide a competitive advantages. The management scholars particularly in Anglo-phone countries have been declaring the introduction of new conceptual approach of employee's management that show positive impact throughout organization structure from top to bottom. They found that effective human resource policies offer organizations their best avenue for the establishing competitive advantages (Barney, 1995) especially when they are aligned with firm competitive strategy (Begin, 1992, Butler et al., 1991, Cappelli and Singh, 1992, Jackson and Schuler, 1999, Porter, 1998, Schuler, 1992, Wright and McMahan, 1992). These practices lead organizations toward 'high road' approach of management, in which organizations select to compete primarily on quality, and rely especially on human resource development, and in response employees contribute in success of an organization (Ramsay et al., 2000).

Human resource management theorists argued that employee's behaviour and attitude are shaped by "the communicative nature of every day HR practices" (Guzzo and Noonan, 1994, Wu and Chaturvedi, 2009b) that help to establish psychological links between firm and employees by building trust and provoking norms of

reciprocity (Arthur, 1994). HPWS has been entered into literature as bundle of HR practices which are being used in different combination according to culture and business strategies of an organization. The literature is enriched with researches contribution that has examined the effects of HRM practices on firm performance. However room is available to find the mechanism and boundaries through which High Performance Work system (HPWS) affect employee's attitude, behaviour and contribute in organization's performance (Appelbaum, 2000, Evans and Davis, 2005). HPWS also provides an architecture for employer and employees to align the organizational goals through development and motivation of employees by adopting High selection staffing, performance based pay, decentralization, provide opportunity for promotion and result oriented appraisal (Bashir et al., 2011a).

On the basis of previous research Evans and Davis (2005), define HPWS as an integrated system of HR practices that are internally (alignment among HR practices) and externally consistent (align with organization strategies). It includes selective staffing, self managed team, decentralization decision making, extensive training, flexible job design, open communication and performance contingent component. HPWS provides strong base for organizational performance as it encompasses the vast range of practices that can be used in different combination according to situation (Ramsay et al., 2000, Hegan, 2006).

The organizations emphasis the measures such as involvement programmes, team based pay, enhanced training and development, forms of gain sharing and high wage reward system to gain employee loyalty and firm performance (Appelbaum and Batt, 1994, Milkman, 1997, Ramsay et al., 2000) as well as to attract and retain potential employees and to gain competitive advantages (Guthrie, 2001, Huselid, 1995, Sun et al., 2007). HPWS shape the architecture for employees to participate in decision making, motivation of employees, improve knowledge and skill, and increase ability to perform their duties for firm performance. (Lepak et al., 2006). It also effects on employees laboured productivity, firm performance productivity and firm financial performance (Guthrie, 2001, Huselid, 1995). HPWS can be used to reduce administrative expenses by decentralization of hierarchies (Pfeffer, 1998). The organizations are attracting competent employees through attractive pay packages, reward system and fringe benefits. While the organizations who are not adopting new style of management continuously losing their brains. The organization culture distinguished by high adoptability and human resource management system characterized by high performance management practices were found to have a significant and direct effect on employees commitment (Taylor et al., 2008).

2.2 Organizational commitment

It has been argued that organizational commitment is critical to debate, as it represents 'the relative strength of individual' identification with and

involvement in a particular organization (Mowday et al., 1979, Qiao et al., 2009). Organizational commitment can lead to beneficial consequences such as organizational effectiveness, improved performance, reduced turn over and absenteeism (Suliman and Al-Junaibi, 2010). Researchers agreed that the concept of organizational commitment is central to strategic human resource management (SHRM), as resource based concept is often used to frame research analysing links between HRM practices and performance (Qiao et al., 2009). The researches highlighted the importance of employees as a value creating assets and a source of specific competitive advantages for organization (Qiao et al., 2009). Empirical research reveals that individual make different type of commitment to their organizations than they do to their supervisors or peers (Clugston et al., 2000, Reichers, 1985). Three component model of organizational commitment divide the organizational commitment into affective commitment (desire), continuous commitment (cost) and normative commitment (obligation) (Becker, 1992, Clugston et al., 2000).

Organizations are remain under risk that as they invest in human capital resources and employees who possess valued capabilities may decide to leave or join competing firms. So the best strategy for organizations is that in conjunction with the development of strategically-relevant employee capabilities they have to cultivate employee's commitment (Gellatly et al., 2009). The literature is abundance with human resource management practices that create organization commitment with little consensus about how many practices categories exit or which commitment enhancing activities fall within them (Arthur, 1994, Huselid, 1995, MacDuffie, 1995, Wood and Menezes, 1998, Delaney and Huselid, 1996, Youndt et al., 1996). Gellatly et al. (2009) focused on three type of HRM practices relevant to organizational commitment: (a) development-oriented practices designed to increase employees aptitude (like broadly defined job; employees participation programs; use of work teams; career ladders; promotion opportunity), (b) stability-oriented practices intended to provide supportive and secure working condition (like perception of fair treatment; employees perception programs; effective grievance and dispute resolution processes; employment security; longer -term employment contract), and (c) reward-oriented practices designed to motivating employees (e.g., content-valid performance appraisal; goal setting; performance contingent rewards; opportunity for high wages) due to complex nature of employees commitment and the limitation of prior research.

The organizations are striving hard to adopt those human resource management practices that can encourage positive attitude in employees and result into voluntary commitment with organization. The organization commitment increase when employees perceive that they are treated fairly and are rewarded for their contribution, organization promise with them have been met timely (Aquino et al., 1997, Guest and Conway, 1997, Allen et al., 2003, Gould-Williams, 2003, Taylor et al., 2008). The organization commitment can also be increase through employee development and involvement

in organization's goal and values (Meyer and Allen, 1991, Taylor et al., 2008).

2.3 The context: HPWS in China

The new emerging image of economic development of China is shaping and shifting the old organization's structure. These economic and social reforms have greater impact on human resource management practices than Chinese culture or history. Now the organizations are showing flexibility to adopt new innovative human resource management practices with respect of circumstances rather than stick to the traditional practices (Wang, 1994). The globalization and competition among organizations also give way to employees for their benefits. The introduction of new Human resource management practices in shape of HPWS provides the opportunity for the employee's development. Now the Chinese employees are demanding or expecting differential reward allocation system rather than just traditional equity reward system (Chen, 1995). It has been observed that over the last three decades the management and administrative structure in china has been changed dramatically (Cooke, 2005).

The China's enterprise reforms in 1980s and 1990s trigger numerous changes in Chinese management structure that influenced the HRM policies. The people's republic of China labour law decentralized the government power and most of administration benefits like medical care, incident insurance, and pension benefits were shifted from employer to public insurance institutions (Zhou, 2004). Chinese enterprises were given greater autonomy to make their own decision and encouraged to adopt progressive HR practices to attract and retain productive employees (Qiao et al., 2009). These reforms change business environment and organization strategies. Although it is productive changes but organizations still are facing the problem of recruiting and retaining the skilled employees (Goodall and Warner, 1997, Shen and Edwards, 2004). The Chinese government policies regarding collaboration of management education and training program between China and western societies like translation of foreign management textbook and the introduction of new American style management degrees program helps to adopt progressive HR Practices (Wang, 1994, Cooke, 2005, Warner, 2004). These changes were perceived differently by employees. The educated and younger employees were expected to be more accommodative and respective to change than older and educated employees (Warner, 2004). The 'Three Old Irons' (Iron Rice bowl, Iron Chair, Iron Wage) play a very important role to understand management structure and policies in Chinese organization (Ding and Warner, 2001). This study is an attempt to analyse the effectiveness of HPWS on organization commitment in universities of China and to endorse the generalizability of HPWS in Asian Culture.

2.4 The context: HPWS in Pakistan

Pakistan is passing through transitional phase of educational development, technology and also suffering economic loss and threats due to global recession which

is creating frustration among stakeholder of country, public organizations, government and private institutes (Bashir et al., 2011b). Employees are an important part of an organization and organizational performance plays important role in country's economic situation. These technological transformation and economic threats directly effect on employees attitudes in organizations of Pakistan (Bashir et al., 2011a). The organizational internal and external factors can effect on employees psychological attachment known as organizational commitment.

The awareness about human rights, competition among organizations, hunting and training strategies are creating healthy environment for its performer and push the non performer in phase of thinking to perform. (Khilji, 2004) argued that Work related values of Pakistan have been shifted that predict the modernization and exposes the variation in the level of HR satisfaction and expectation among employees. Moreover, due to globalization massive shifts have been occurred in the values of Pakistan's employees and as a result two different values have emerged. One is national values which still harmonies with culture traditionally; other is work related values show a modern reflecting economy. The organizations which respond to these changes, can achieve greater HR satisfaction. Usually in Pakistan, the HR practices are being exploited in private organizations are different from Government sector. Similarly, HR practices which are being used in the universities are different from the government sector in respect of their selection criteria, evaluation system, decentralization of power, internal career opportunity etc (Bashir et al., 2011a).

After sixty years of independence, employees in organizations of Pakistan are still experiencing discrimination on the basis of gender (Hunjra et al., 2010). Employees are observed unsatisfied and de-motivated in organizations of Pakistan. The necessary measures should be taken to enhance satisfaction as it is considered to be strong predictor of organization commitment (Warsi et al., 2009). The educational organization's distributed and procedural justice, trust between employees and management is under questioned (Chughtai and Zafar, 2006). The only benefit employees have from government is the job security, which is also being exploited by employees as a weapon to threat government and encourage non performer to stay as long as they wish without major contribution in growth (Salman, 2005).

The public pension and social security scheme is inadequate to satisfy the older age population while numbers of elderly population working in informal sector are still unprotected by social security scheme. So there is dire need to implement reform regarding public pension and social protection programs (Mahmood and Nasir, 2008). The employees seek work life policies and family benefits (Bashir and Ramay, 2008). The compensation policies contribute to meet the needs of family structure (Ghazanfar et al., 2011). Employees also experience discrimination due to unnecessary interference of authorities and politician in selection process. The

colonial period services structure is still deep rooted in all government sector and grouping position in Class I, II, III and IV. The strong executive position is prevailing in Pakistan's political and administrative structure. In Pakistan employees are protected by laws and finances are unavailable to motivate employees (Salman, 2005)

As mentioned, Pakistan is also facing economic and political problem. Instead of these problems, however, from the last years the government has been investing a huge amount for infrastructure and faculty, capacity development for higher education sector. Therefore, Pakistan higher education commission (HEC) takes various measures to attract highly skilled and qualified employees in the universities of Pakistan. The measures include revision of grades, improve selection system by introducing various preliminary test before appearing to the interview, different pay packages according to ranks, qualification, experience and research publications, provide clear internal career opportunity by introducing performance based evaluation and selection, introduce various faculty development program like Scholarship for higher education, training, grant and reward for research in monetary form. Moreover to attract the freshly foreign qualified scholars, HEC offers very attractive package for one year (HEC Pakistan).

2.5 Relationship between HPWS and organizational commitment

The theorists argued that every day HR practices played very important role to shape employees behaviour and attitude (Guzzo and Noonan, 1994, Wu and Chaturvedi, 2009b). Organizations use HPWS that may lead to the development of psychological links between organization and employees by building trust and stimulating the value of reciprocity (Arthur, 1994, Wu and Chaturvedi, 2009b). Allen (1991) stressed that if organizations want to control turnover, absenteeism and improve job behaviour of employee they should cultivate greater commitment. Various HR practices like merit base selection, training to develop skill, sharing of information with employees, pay and bonuses on the basis of performance appraisals, internal career opportunity are being used as HPWS to induce organizational commitment (Datta et al., 2005). Moreover employees reciprocate in positive manner by working harder and becoming more committed to the organization (Appelbaum, 2000, Wu and Chaturvedi, 2009b, Farh et al., 1998). Researchers also argued that employees had a higher level of organizational commitment when their organization provides them with growth opportunity and chance to improve their skill, knowledge, and abilities (Zaleska and de Menezes, 2007). So keeping in view the social exchange relationship and contingency perspective we propose that:

H1a: The perception of existence of HPWS varies with respect of academic faculty rank, gender, tenure, and marital status in universities of China and Pakistan.

H1b: The level of organizational commitment varies with respect of academic faculty rank, gender, tenure, and marital status.

H1c: The existence of HPWS, if experienced high by academic faculty, will positively correlate with organizational commitment in universities of China and Pakistan.

3. Methodology

This study is based on data collected from academic faculty of 20 public sector universities of China and 23 public sector universities of Pakistan. The simple random sampling technique was used to select the sample from different ranks, gender, age groups, nature of tenure, marital status among academic faculty in public sector universities of China and Pakistan. Questionnaires were distributed among academic faculty with covering letter in which the purpose of research was explained and assured them that their response would be kept confidential. The questionnaire was designed in English for Pakistan. For administration of this survey in China, typical translation and back translation procedure were followed to convert the language to tradition and simple Chinese using bilingual expert and professors. The respondents answered questions related to HPWS and Organizational commitment

In total sample of China and Pakistan, 13.8% were Professors, 17.6% were Associate professors, 31.2% were Assistant professors, and 37.3% were Lecturer. As gender concern 62.6% and 37.6% were male and female respectively. The sample comprised of 70.7% regular tenure, 29.3% contract tenure, 72.2% married and 27.8% unmarried, academic faculty. Overall 53.7% academic faculty was working in the university situated in their home town and 46.3% were working out of their home town.

In sample of China, 21.8% were professor, 37.5% were associate professors, 33% were assistant Professors and 7.7% were lecturers, 52.5% were male, 47.5% were female, 84.7% were married and 15.3% were unmarried academic faculty. The academic faculty with regular tenure was 75.5% and on contract tenure was 24.5%. Sample shows that 41.4% of Chinese academic faculty was working in the university situated in their own home town while 58.6% was working outside their home town.

In sample of Pakistan, 10.7% were Professors, 9.9% were Associate professors, 30.6% were Assistant Professors and 48.8% were lecturers, 66.5% were male, 33.5% were female, 67.4% were married and 32.6% were unmarried academic faculty. The academic faculty with regular tenure was 68.8% and on contract tenure was 31.2%. The sample shows that 58.5% of academic faculty was working in the university situated in their own home town while 41.5% were working outside their home town.

3.1 Measures

The literature reveals that to evaluate HPWS, mostly HR manger were used to take information but

some researcher pointed out that HR manger might exaggerate the amount of HPWS being used in their organization. Due to this reason, it might be less dependable to measure HPWS at firm level. The employees can be used as best source of information to evaluate HPWS in an organization (Wu and Chaturvedi, 2009a). It also has been observed an alternative measure to evaluate the extent of execution of HPWS (Kuvaas, 2008) and highly correlated with HPWS evaluated by HR manger (Takeuchi et al., 2007). On the basis of empirical research it was decided to take response from academic faculty in universities to evaluate HPWS and organizational commitment.

The level of analysis of HPWS remain in discussion (Becker and Huselid, 2006, Wright and Boswell, 2002). As it has established that HPWS is a firm level phenomenon, we aggregated employees perception regarding existence of HPWS to university level keeping in view the recommendation of researchers as approved in different studies (Rousseau, 1985, Wu and Chaturvedi, 2009b, Qiao et al., 2009, Purcell, 1999, Truss, 2001, Gratton and Truss, 2003). The attitudinal variable, academic faculty organizational commitment was taken as individual level. In this study HPWS is used as independent variable while employee's organizational commitment used as dependent variable.

3.2 HPWS (High performance work system)

The selection of dimensions that can represent and be used to evaluate HPWS was based on our review of various empirical and theoretical studies related to HPWS over the last decades (Pfeffer et al., 1995, Huselid, 1995, Delaney and Huselid, 1996, Pfeffer, Becker and Huselid, 1998, Ahmad and Schroeder, 2003, Hartog and Verbarg, 2004, Guest et al., 2004, Wu and Chaturvedi, 2009a). Keeping in view the previous published and validated instruments and direction of current study, we select Six (6) practices, High selective staffing, Performance based pay, empowerment, Internal career opportunity, result oriented appraisal and employment security to measure HPWS (Delery and Doty, 1996, Bae and Lawler, 2000). We used 5-point likert scale ranging from 1 (Strongly disagree) to 5 (strongly agree) to analyze the perception of existence of HPWS among academic faculty. As explained above six HR practices were combined to take response as HPWS. In sample of china and Pakistan high correlation was observed between subscale of HPWS (High selective staffing, Performance based pay, empowerment, Internal career opportunity, result oriented appraisal and employment security). Cronbach's alpha of the aggregated measures for China was observed .90 and for Pakistan was analyzed .86.

3.3 Organizational commitment

keeping in view the validity, reliability and strong endorsement of empirical research Mowday et al.'s (1979) organizational commitment measurement scale was adopted to measure organizational commitment among academic faculty in universities of China and Pakistan (Wu and Chaturvedi, 2009a, Qiao et al.,

2009). To evaluate organizational commitment 15 items were used from Mowday et al. (1979). Sample statements were “I am willing to put in great deal of effort beyond that normality expected in order to help the organization be successful” and “I am proud to tell other that I am part of this organization” (Mowday et al., 1979). The reliability of this scale for China and Pakistan was found .63 and .66 respectively.

4. Results

4.1 Perception of HPWS

In hypothesis 1a we theorized that perception of existence of HPWS varies with respect of academic faculty rank, gender, tenure, and marital status in

universities of China and Pakistan. The Table 1 presents the perception of HPWS existence in universities with respect to designation among Professors, Associate professors, Assistant professors and lecturers in universities of China and Pakistan. Results show that Perception of HPWS existence is higher among Professors and Lecturers as compared to Associate and Assistant Professors in universities of China. In universities of Pakistan, Perception of HPWS existence is higher among Professors and Associate Professors as compared to Assistant Professors and Lecturers. The comparative analyses show that perception of HPWS existence is higher in Professors of Pakistan than China. The perception of exiting of HPWS is higher among Associate Professors, Assistant Professors and Lecturers in universities of China than Pakistan.

Table 1: Perception of High Performance Work System with Respect to Designation				
	China(N=261)		Pakistan(N=674)	
	Mean	S.D	Mean	S.D
Professor	3.36	.61	3.52	.47
Associate Professor	3.22	.58	3.21	.61
Assistant Professor	3.24	.43	3.07	.52
Lecturer	3.65	.62	3.02	.50

Table 2: Perception of High Performance Work System with respect to Gender				
	China(N=261)		Pakistan(N=674)	
	Mean	S.D	Mean	S.D
Male	3.36	.58	3.10	.54
Female	3.22	.513	3.12	.53

Table 3: Perception of High Performance Work System with respect to Nature of Tenure				
	China(N=261)		Pakistan(N=674)	
	Mean	S.D	Mean	S.D
Regular	3.30	.55	3.16	.54
Contract	3.27	.56	3.01	.53

Results in Table 2 show that in universities of China the perception of HPWS existence is higher among male academic faculty than female. But in case of Pakistan the perception of existence of HPWS is higher among female academic faculty than male. Comparative study shows that Perception of HPWS existence is higher among male and female academic faculty in universities of China than Pakistan.

The perception of HPWS existence also analyse among academic faculty with regular and contract tenure to see the effectiveness of implementation of HPWS system. Results in Table 3 shows that there is slight difference regarding perception of HPWS existence among regular and contract academic faculty in universities of China. The results regarding universities of Pakistan depict different picture from China, as regular tenure academic faculty perception of HPWS existence is

higher than academic faculty with contract tenure. The perception of HPWS existence is comparatively higher among academic faculty with regular and contract tenure in universities of China than Pakistan. **Table 4** shows that perception of existence of HPWS among unmarried academic faculty is higher than married in universities of China while in universities of Pakistan the

perception of HPWS existence is higher among married academic faculty than unmarried. In comparative analysis we find higher perception of HPWS existence among married and unmarried in universities of China than Pakistan. Results show in table1, 2, 3, 4 support hypotheses 1a.

Table 4: Perception of High Performance Work System with respect to Marital status				
	China(N=261)		Pakistan(N=674)	
	Mean	S.D	Mean	S.D
Married	3.26	.55	3.13	.57
Unmarried	3.46	.56	3.07	.49

Table 5 : Organizational Commitment with respect to Designation				
	China(N=261)		Pakistan(N=674)	
	Mean	S.D	Mean	S.D
Professor	3.28	.48	3.41	.38
Associate professor	3.13	.40	3.29	.41
Assistant professor	3.11	.35	3.31	.49
Lecturer	3.32	.25	3.26	.47

Table 6: Organizational Commitment with respect to Gender				
	China(N=261)		Pakistan(N=674)	
	Mean	S.D	Mean	S.D
Male	3.21	.40	3.30	.50
Female	3.13	.39	3.29	.40

Table 7: Organizational Commitment with respect to Nature of Tenure				
	China(N=261)		Pakistan(N=674)	
	Mean	S.D	Mean	S. D
Regular	3.19	.41	3.31	.45
Contract	3.13	.36	3.25	.48

4.2 Level of organizational commitment

In hypothesis 2b, we theorized that the level of organizational commitment varies with respect of academic faculty rank, gender, tenure, and marital status.

Result in **Table 5** reveals that Professors and Lecturers are more committed with their universities than

Associate and Assistant professors in china. In Pakistan Professors are found more committed than Associate professors, Assistant Professors and lecturers. The Professors, Associate Professors, Assistant Professors in universities of Pakistan are more commitment than universities of China while lectures are more commitment in China than Pakistan.

Results in Table 6 indicate that in China, male academic faculty show more commitment with universities than female academic faculty while in Pakistan both Male and Female academic faculty almost show equal level of commitment with their universities.

Table 7 Shows that academic faculty with regular tenure is more committed than academic faculty with contract tenure in universities of China and Pakistan. However regular and contract academic faculty in

Pakistan is more committed with their universities than China.

Results as presented in 8 reveal that as compared to China married academic faculty in Pakistan are more committed with their universities. The Unmarried academic faculty in universities of China is found more commitment than Pakistan. The results show in table 5, 6, 7, 8, support hypothesis 2b

Table8: Organizational Commitment with respect to Marital Status				
	China(N=261)		Pakistan(N=674)	
	Mean	S.D	Mean	S.D
Married	3.16	.41	3.33	.49
Unmarried	3.25	.36	3.21	.47

Table9: Mean, Standard Deviations, Correlations of HPWS and OC						
Variables	China (N=261)		Pakistan (N=674)		Correlations between HPWS and OC	
	Mean	S.D.	Mean	S.D.	China	Pakistan
High Performance Work System	3.29	.55	3.11	.54	.61**	.54**
Organizational commitment	3.17	.40	3.30	.46		
** Correlation is significant at 0.01 level						

Table 10: Results of Multiple Regression HPWS and OC for China			
Variables	Dependent Variable Organizational commitment		
	Coefficients	t-value	p-value
(Constant)	1.825*	11.949	.000
Designation	-.093***	-1.798	.073
Gender	-.015	-.298	.766
Nature of tenure	-.043	-.818	.414
Marital status	.046	.856	.393
High performance work system	.611*	12.253	.000
R Square	.39		
F	32.67 (0.000)		

*, **, *** indicates significant at 1%, 5% and 10% respectively

4.3 Relationship between HPWS and organizational commitment

In hypothesis 1c, it was theorized that, the existence of HPWS, if experienced high by academic faculty, will positively correlate with organizational commitment in universities of China and Pakistan.

The descriptive statistics as shown in Table 9 presents the mean values of Organizational commitment in universities of China (M=3.17, S.D= .40) and in universities of Pakistan (M= 3.30, S.D=.46).The results show that the level of organization commitment in universities of Pakistan is higher than China. As reported in table 9, the study also finds strong and positive

correlation (.61**), (.54**) between HPWS and organizational commitment in universities of China and Pakistan respectively.

The relationship between HPWS and organizational commitment in universities of China is explained through regression analysis as presented in Table 10. The results indicate that the demographic variables, designation, gender, nature of tenure, marital status and independent variable HPWS explain 39% variation in organizational commitment ($R^2=.39$). The value of F statistics indicates the significance of the model ($F=32.67$, $p=.000$).

The standardized coefficient of demographic variables reveals that designation ($\beta=.093$, $p=.073$) has

negative but significant relationship with organizational commitment while gender ($\beta=-.015$, $p=.766$), nature of tenure ($\beta=-.043$, $p=.414$) and marital status ($\beta=-.046$, $p=.399$) have insignificant relationship with organizational commitment. The standardized coefficient of independent variable indicates that in universities of

China HPWS ($\beta=.611$, $p=.000$) has positive and significant relationship with organizational commitment.

The result of regression analysis to explain the relationship between HPWS and organizational commitment in universities of Pakistan is presented in Table 11.

Table 11: Results of Multiple Regression of HPWS and OC for Pakistan			
Variables	Dependent Variable:Organizational Commitment		
	Coefficients	t-value	p-value
(Constant)	1.851*	14.996	.000
Designation	.104*	2.782	.006
Gender	-.012	-.356	.722
Nature of tenure	.013	.382	.703
Marital status	-.137*	-3.798	.000
High performance work system	.552*	16.360	.000
R Square	.30		
F	56.85 (0.000)		

*, **, *** indicates significant at 1%, 5% and 10% respectively

The demographic variables, designation, gender, nature of tenure, marital status and independent variable HPWS explain 30% variance of organizational commitment ($R^2=.30$). The value of F statistics indicates the significance of the model ($F=56.85$, $p=.000$). The standardized coefficient of demographic variables reveals that in universities of Pakistan, designation ($\beta=.104$, $p=.006$) and marital status ($\beta=-.137$, $p=.000$) have significant relationship with organizational commitment while gender ($\beta=-.012$, $p=.722$) and nature of tenure ($\beta=.013$, $p=.703$) have insignificant relationship with organizational commitment. The standardized coefficient of independent variable indicates that in universities of Pakistan, HPWS ($\beta=.552$, $p=.000$) has also positive and significant relationship with organizational commitment. Thus hypothesis 1c is supported.

5. Discussion

The basic purpose of this study was to analyse the perception of western style of HPWS and its effect on employee's attitude in Asian countries like China and Pakistan. Our results indicate that perception HPWS varies with respect to rank, gender, tenure and marital status. These findings support the contingency HR

perspective that for effective implementation of HPWS there is a need to align human resource system and culture of organization (Katz and Kahn, 1978, Delaney and Huselid, 1996, Wu and Chaturvedi, 2009b). As we discussed, in this study six HR practices, High selective staffing, Performance based pay, empowerment, Internal career opportunity, result oriented appraisal and employment security were used as HPWS on the basis of validated study. The implementation of these practices play very important role to build image of HPWS as effective system. So the organizations need to concentrate on implementation process if they want to achieve desire results from HPWS. We also found that academic faculty is committed with their universities however commitment level varies with respect to rank, gender, tenure and marital status. These findings show that HPWS is playing effective role to cultivate organizational commitment among academic faculty in universities of China and Pakistan.

This study also finds a strong and positive relationship between HPWS and organizational commitment both in universities of China and Pakistan. These findings support the universal approach of social exchange theory that if HPWS use as incentive in shape

of HR practices like merit base selection, performance base pay, decentralization and empowering employees, internal career opportunity for growth, result oriented appraisal and employment security, the firm will be able to attract and motivate employees and retain their loyalty (Tsui et al., 1997, Chang, 2005).

6. Implication and conclusion

The findings of this study have practical implementation for universities administration and education bodies in China and Pakistan. We find the strong evidence of generalizability of western style of HPWS in universities of China and Pakistan. Our findings encourage the policies makers to use high selection system, Performance based pay, empowerment, internal career opportunity, result oriented appraisal and employment security in shape of HPWS as incentive to induce positive environment in organization to foster the firm positive goals and performance. The difference in perception of HPWS existence among academic faculty with respect to ranks, gender, tenure and marital status is highlighting the importance of demographic factors in implementation of this system.

We are strongly suggesting that universities organization should keep these demographic variables under consideration before implementation any policies of selection system, adopting evaluation tools, framing reward system and firing of employees in adverse economic situation. World has become global and employees have become more vibrant, vigilant and demanding, so any kind of discrimination cause severe brain drain.

The finding also provide strong support to HPWS as incentive system that can be use to induce organizational commitment. The universities and organization can use these practices as incentive in social exchange relationship to build reciprocal relationship with employees to induce commitment. This also indicate that organizations can induce employee's unconditional commitment if they evaluate employees on merit, give fair chance of promotion and reward them as promised.

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