

The Impact of Perceived Job Security on the Relationship between High Performance Human Resource Practices and Employee Performance in the Banking Sector in Pakistan

Muhammad Umair Anwar^a, Mohamad Shah Bin Kassim^b, Ebi Shahrin bin Suleiman^c, ^{a,b,c}Azman Hashim International Business School, Universiti Teknologi Malaysia, Skudai, Johor Bahru, Johor-81300, Malaysia,

This research apex the study of antecedent variables of high-performance human resource practices (HRP) with employee performance and to examine the mediating tool of perceived job security effects of the employees at the banking sector in Pakistan. Human resource practices (HRP) definitely exist with employee outcomes. In this research data was collected from the employees of the banking sector in Pakistan through questionnaires. 270 questionnaires were circulated among the employees but 180 questionnaires were returned with a response rate at 66 %. Regression analysis used to observe whether perceived job security mediated the correlation between high performance (HRP) and employee performance. This study found that high performance (HRP) have a positive relationship with employee performance. The study also found that perceived job security significantly mediated influence on high performance (HRP) and also on employee performance. In the findings of this study, it is suggested for the banking sector in Pakistan management to adopt high performance (HRP) on employees through perceived job security to get the best performance outcomes.

Key words: *Perceived job security, Banking sector Pakistan, Employee performance, Human resource practices.*

Introduction

Employee Performances plays an essential role in improving a firm's profitability (K. Matzler & Renzl, 2007) suggested that employee performance is a key factor to improve the

performance of an organisation. Researchers' attention has been attracted toward the strategic importance of employees to discover new ways to enhance outcomes of employees. Thus, a lot of determinants including HR practices have been discovered to enhance employee performance (Paauwe, 2009) Employees perceive positive signals through the high-performance HR practices in a sense that firms are concerned about their employees so as to upturn the worth, value, and efficiency to employees work (Tang, 2012) Employees perceive positive signals through the high-performance HR practices, therefore, it is essential to highlight factors that uplift the performance of the employees and ultimately organisational performance.

(Sverke, Hellgren, & Näswall, 2002) have suggested that major issue of employment has been recognized as perceived job security during the last two decades. It is evident from previous researches that work behaviours, and psychological well-being of employees is negatively affected less job security which is called job insecurity (Ashford, Lee, & Bobko, 1989). Moreover, many researchers have argued job security as a perceptual variable which is based on environmental clues. While a different level of job security is experienced by two or more employees working in the same organization with the same designation (Sverke et al., 2002).

This study discusses the need for employee perceptions of high-performance HRP at first and then discusses that how these can generate the main elements of positive employment association (from employee perspective) which perceptions of perceived organizational support, higher is job security and fulfilment of the psychological contract. Then the study discusses how those perceptions and employee performance are related with each other (Nishii & Wright, 2008). (Adams, 1963) Explained that Equity theory simply states that if the employees are treated fairly by the organisation then they are motivated by this treatment. Likewise, the job characteristics model suggests the empowerment as a strong tool of HPHRP to enhance outcomes of the employee (Hackman, Oldham, Janson, & Purdy, 1975).

Moreover, (Wright, McCormick, Sherman, & McMahan, 1999) suggested that employees' perceptions about HPHRP predict their outcomes in a good manner than managerial reports by the organization. Therefore, researchers have argued that a good and sound understanding of the relationship between HPHRP and employee's performance can be achieved by focusing on employee perceptions (Boon & Kalshoven, 2014). Many researchers have studied employee perceptions and suggested some attributes for management motives to capitalize on HR.

It is also suggested that to enhance the performance of employee's high-performance HR practices are used by firms. However, limited empirical evidence has been found on the link

of HPHRP and performance of employees with mediating role of perceived job security (Karatepe, 2013).

Furthermore, critical investigation of previous studies reveals the limited dimension of high-performance HRP and also employee's performance. According to the best authors knowledge of this study following dimension of High-performance HRP (empowerment, rewards, training) & performance of employees concurrently (Quality of work-life, Innovation, Job satisfaction) through specially perceived job security is still vague and required empirical evidence.

Therefore, literature will contribute in this study by finding the relationship between High-performance HR practices (empowerment, training, and rewards) and employee performance (Quality of work-life, innovation, job satisfaction) directly and through mediating role of perceived job security. Additional to quality of work-life and innovation, third dimension job satisfaction is investigated in this study simultaneously. Moreover, this research provides first empirical confirmation from the Pakistani Banking sector that shows supportive and substantial linkage among high-performance HR practices & performance of employees directly and through the mediating role of perceived job security.

Research Objectives

The study aims to find the relationship between:

- a) High-performance HR practices and perceived job security.
- b) High-performance HR practices and employee performance.
- c) Perceived job security & employee performance.
- d) Find mediation role of perceived job security among the relationship between High performance HR practices & employee performance.

Research Questions

Based on the above research objectives, the specific research questions of this study are as follow:

1. What is the influence of HPHRP on employees' performance?
2. What is the influence of HPHRP on perceived job security?
3. What is the influence of perceived job security on employee performance?

Literature review

The strategic importance of employees has attracted the attention of the researchers to find the ways to improve the employee outcomes (Nawaz, Hassan, Hassan, Shaukat, & Asadullah, 2014) the employee output, in the shape of job performance, and second role customer services, and also organizational citizenship behaviour (OCB) are the key to organizational success. (Neal, West, & Patterson, 2005) Employees knowledge and proficiencies developing by the firm's intangible assets and profits. (K. Matzler, & Renzl, B., 2007)Employee performance is necessary for improving organizational performance.

High performance HRP

High performances HRP like as rewards, empowerment and training enhance employee's skills, capabilities, knowledge and capabilities and boost them accomplish upper-level productivity. When these rehearses used ineffectively manners, they sustenance and support every one (Cunningham et al., 2008). In results combined pressure of empowerment, training and rewards primes to collaboration in professional organizations (Wall & Wood, 2005), generate the employee commitment according to (Christensen Hughes & Rog, 2008). In this study, a researcher discuss High-performance HR practices are examined from the perspectives of employee rewards, empowerment and training.

Employee Empowerment

(Hallberg & Schaufeli, 2006) Suggested that freedom and ability to make decisions and to show commitments is said as empowerment. In simple words, job involvement is referred as employee empowerment; it means that empowerment would be higher if job involvement is greater (Honold, 1997). (Bratnicki, Marzec, Zabierowski, & Kulikowska-Mrozek, 2007) Employees are empowered on the basis that they are the idle source of creative initiative and competencies. Furthermore, empowered employees provide quick and fair services to the customers and use their creative personal judgment more effectively.

Training

Training programs help employees to acquire essential knowledge, abilities and skills to work effectively and efficiently in sustaining and refining existing work practices. In common, well-skilled and trained workforce needs a lower level of administration (Gutteridge, 1993) and similarly slope to have great drive and short level of erosion. Valuable training and development opportunity is a source of rewarding towards employees, helps to motivate employees, increase their work relevant skill and knowledge (Brown & Sitzmann, 2011).

Rewards

Rewards also influence the employee satisfaction level (Yang & Lin, 2009) in the shape of (e.g. promotions, bonuses, career concerns, layoffs, efficiency, wages, and deferred compensation etc.) So, rewards also play a very vital role to get maximum performance outcome.

Perceived Job Security

(Probst, 2008) defined perceived job security as subjective anticipation of employee about job continuity and stability of employment within an organization. It is evident from many researches that in daily work life a major stressor is perceived job security (Lee & Allen, 2002) It may cause negative stress reactions due to feelings of uncontrollability and unpredictability, and the potential loss of financial resources (Babin & Boles, 1998) Thus a high level of anxiety is generated when there is an uncertainty in future job continuance (Babakus, Yavas, & Ashill, 2010).

Employee Performance

It has been observed through a vast literature that organizational performance is improved with the improvement in employee performance. Various indicators of the performance of employees have been discovered including Quality of work-life, Innovation and Job satisfaction. These three dimensions are used to investigate the performance of employees in the present study. The theoretical justification of the linkage between HPHRPs and employee performance is provided by the Social Exchange Theory. “Social exchange theory” (SET) is when organizations take care of its employees, the overall performance of the organization is improved by social exchange relationships (Cropanzano & Mitchell, 2005) having key determinant of improving employee performance. According to (Juhdi, Pa'wan, & Hansaram, 2013) training, rewards and empowerment are key determinants of HPHRPs.

Empowerment can be linked with skill and making decisions and training programs which helps employees to acquire essential knowledge, abilities and skills to work effectively and efficiently in sustaining and refining current work practices (Jiang, Lepak, Hu, & Baer, 2012) clarify that some organizations be dependent on an explicit contract that is linked by salaries to evident the methods of performance and others preferring rewards systems that established on extra subjective methods of output. Organizations should use both Monetary and non-monetary rewards to motivate employees (Long & Shields, 2010).

High Performance HR Practices and Employee Performance

HRP are often explained through the arguments that explain their objectives since the relationship among HRM and performance stimulated by (Huselid, Jackson, & Schuler, 1997) High-performance HRP, High commitment HRP and High involvement HRP are most commonly used in the firms. High-performance HRP and high-performance work systems are quite dominant terms in the literature, showing the interest in these practices which are most likely to lead towards high performance in the organization. The fundamental hypothesis of this model is that, to achieve mutual benefits, organization should create a positive exchange relationship with employees. (Combs, Liu, Hall, & Ketchen, 2006) has suggested that in employment relationship and organizational behavior mostly used explanatory framework is social exchange theory.

High performance HRP and perceived job security

Association among perceived job security and HR practices was discovered by (Boshoff & Allen, 2000) Because of the provided positive signals, it can be proposed that a source of job security in itself is the presence of relevant HR practices. By the perceptions and interpretation of those practices it might be additionally mediated. (Baldwin, Bommer, & Rubin, 2012) explained that the existence of HRP was associated with high levels of perceived job security.

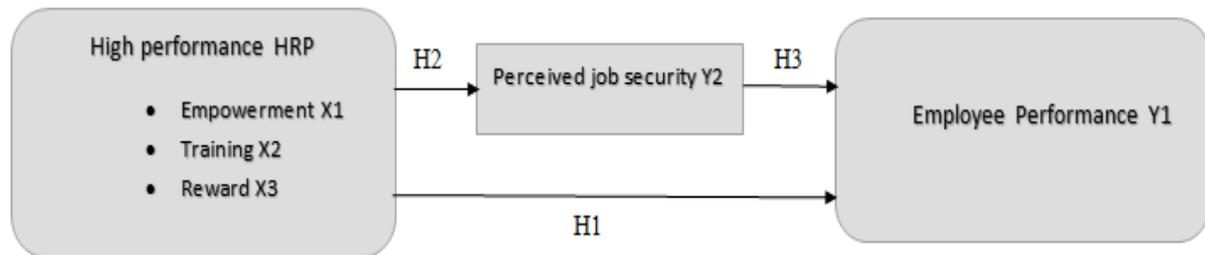
Perceived job security and employee performance

Many previous findings have mixed the relationship among employee performance high-performance HRP and perceived job security (Salanova, Agut, & Peiró, 2005) have conducted a meta-analysis, which revealed an insignificant relationship between employee performance and perceived job security, while a review of the said meta-analysis was conducted by (Schaufeli, Bakker, & Salanova, 2006) which revealed that low levels of work performances was generated by the employees who perceive low levels of job security. Moreover, it is argued by many pieces of research that job security performs as a main stressor for employees to achieve many individual tasks (Sun, Aryee, & Law, 2007).

Perceived job security among high-performance HRP and employee performance

Employees which having a little perception of job security may classify a smaller amount with corporate objectives and decrease their work motivation (Van De Voorde & Beijer, 2015) debated that when employee's sensation the hazard of job loss, they put less energy at work. With the implementation of high-performance HRP we reduce the risk of low performance works through provided perceived job security.

Research Framework



Four hypotheses are established on the basis of literature.

Hypotheses

Four hypotheses are established on the basis of literature.

H1: High-performance HRP has a positive association with employee performance

H2: High-performance HRP has a positive relationship with perceived job security.

H3: Perceived job security has a positive association with employee performance.

H4: Perceived job security has a positive correlation with High-performance HRP and employee performance.

Methodology

Sampling

Based on measurement of a specific portion, we draw the method of assumptions of the population is known as sampling (Zikmund & Babin, 2010). Drawing sample from a population could save time and helpful in budget constraints. (Zikmund & Babin, 2010) suggested some important features of sampling methods:

- defining the target population,
- planning procedure for choosing sampling units,
- selecting a sampling frame,
- selecting actual sampling units,
- determining sample size,
- determining which sampling method should be chosen (i.e. probability or non-probability), and
- conducting fieldwork.

(Guest, Human Resource Management and corporate performance 2005) suggested that a structure of sampling indicates to “a whole element list from which sample is occupied”.

The population of this study is the banking sector of Pakistan. Data is collected from most of the banks of Pakistan. A request was made to each respondent to complete the questionnaire of the study. Moreover, convenience sampling is used to collect the samples due to emphasize of study on banks’ employees. (Zikmund & Babin, 2010) stated that the conveniently available procedure of sampling to gather information is known as convenience sampling. It is also suggested by (Zikmund & Babin, 2010) that a large number of questionnaires and could be gathered and ensured more quickly and economically. Moreover, (Babakus et al., 2010) suggested that the size of sample determination is a difficult task due to a number of factors that are needed to be considered to decide the sample size.

Questionnaire

The questionnaire was constructed on the basis of the study of the literature review. In this research data were collected from the employees of banking sector in Pakistan through questionnaires. 270 questionnaires were circulated among the employees but 180 questionnaires were returned with a response rate at 66%. Regression analysis used to observe whether perceived job security mediating the correlation among high performance (HRP) and employee performance. Through English version original questionnaire was developed. Essential changes made on pre-testing basis. The questionnaire of this current study contained of four main sections. The first portion contained an introduction and description of the study intents. However, the second unit contained questions regarding the following variables: HPHRP (Empowerment, Reward, and Training), Perceived job security, and Employee Performance.

Descriptive Measurements

The demographic evidence of respondents was summarized through descriptive statistics. Following descriptive measurements provide information about gender, age, qualification and marital status of the respondents.

Gender

Current study consists respondents of both female employees and male employees. Though, the quantity of male respondents is larger than the female respondents for the reason that Pakistan is a male-dominated country.

Table 1: Gender of Respondents

	Gender	Frequency of Respondents	% age
1	Male	134	74.4 %
2	Female	46	25.6 %
Total		180	100 %

More specifically, one hundred and thirty-four respondents, 74.4 % of respondents are male, while, 46 or 25.6 % respondents were female.

Table 2: Respondents Age

	Age groups	Frequency	% age
1	20 – 30 years	34	18.8 %
2	31 – 40 years	96	53.4 %
3	41 – 50 years	31	17.2 %
4	Above fifty years	19	10.6 %
Total		180	100 %

More specifically, according to the above table, 34 respondents were of the age between twenty to thirty years, with 18.8 %. Ninety-six respondents were the age group between 31 to 40 years, with 53.4 %. And thirty-one respondents were of the age between 41 years and 51 years. Finally, 19 respondents of this study were older than 50 years of age.

Table 3: Respondents Education

	Education	Frequency	%
1	Graduation	81	45.0 %
2	Masters	64	35.6 %
3	M.Phil.	11	6.1 %
4	Others	24	13.3 %
Total		180	100 %

As shown in the above table, eighty-one respondents or 45 % did graduation. 64 or 35.6 % respondents had master degrees. And 11 or 6.1 % respondents were M.Phil. degree holders. Finally, twenty-four or 13.3 % respondents had other educational qualifications.

Marital Status

The respondents of this study consist of both single and married employees. Specifically, 39 respondents were single with 21.7 %, and 141 respondents were married with 78.3 %.

Table 4: Married Status of Respondents

	Married Status	Frequency	% age
1	Married	141	78.3 %
2	Single	39	21.7 %
Total		180	100 %

Results & Discussions

Descriptive Statistics for the Variables

This segment pursued to offer statistical clarification for the main principles of mean and standard deviation for the related hypothesis. According to (Sekaran, 2009) the data existed for mean was the average or arithmetic mean. Mean was found by dividing total replies by the total number of observations (Sekaran, 2009). According to (Macey, Schneider, Barbera, & Young, 2011) one technique of analyzing dispersion of data is determining by the standard deviation. Hence, mean and standard deviation are a fundamental statistical pointer.

Table 5: Mean & standard deviation on interval scales scoring.

Variables	Mean	SD	Very low	Low	High enough	High	Very high
X1	3.443	0.912	1.00-1.80	1.81-2.60	2.61-3.40	3.41-4.20	4.21-5.00
X2	3.602	0.905	1.00-1.80	1.81-2.60	2.61-3.40	3.41-4.20	4.21-5.00
X3	3.712	0.819	1.00-1.80	1.81-2.60	2.61-3.40	3.41-4.20	4.21-5.00
Y2	3.722	0.602	1.00-1.80	1.81-2.60	2.61-3.40	3.41-4.20	4.21-5.00
Y1	4.241	0.708	1.00-1.80	1.81-2.60	2.61-3.40	3.41-4.20	4.21-5.00

Note: Empowerment=x1, training=x2, rewards=x3, perceived job security=y2, employee performance=y1.

Types of scores for individually variable constructed on interval scales can be recognized in the above table. As above table 5 shows that independent variable empowerment x1 was estimated through descriptive statistics as high (mean=3.443) standard deviation (SD=0.912) and second independent variable training x2 assessed as also high (mean=3.602) standard deviation (SD=0.905) and third independent variable rewards x3 was estimated as high (mean=3.712) standard deviation (SD=0.819). Similarly mediating variable perceived job security y2 was estimated as also high (mean=3.722) standard deviation (SD=0.602). Moreover, dependent variable employee performance y1 was assessed as very high (mean=4.241) standard deviation (SD=0.708).

Table 6: Correlation analysis.

variables	X1	X2	X3	Y2	Y1
empowerment	1	0.202**	0.282**	0.361**	0.465**
training	0.202**	1	0.262**	0.372**	0.383**
rewards	0.282**	0.262**	1	0.351**	0.428**
Perceived job security	0.361**	0.372**	0.351**	1	0.478**
Employee performance	0.465**	0.383**	0.428**	0.478**	1

As above table 6 shows that independent variable x1 empowerment having a positive correlation with dependent variable y1 EP ($r = 0.465$, $p < 0.01$) and mediating variable y2 perceived job security ($r = 0.361$, $p < 0.01$). second variable x2 training having a positive correlation with dependent variable y1 EP ($r = 0.383$, $p < 0.01$) and mediating variable y2 perceived job security ($r = 0.372$, $p < 0.01$). Third independent variable reward x3 also having a positive relationship with dependent variable y1 EP ($r = 0.428$, $p < 0.01$) and mediating variable y2 perceived job security ($r = 0.351$, $p < 0.01$). Furthermore, mediating variable y2 also having a positive correlation with dependent variable y1 ($r = 0.478$, $p < 0.01$). Therefore, these findings support the main hypotheses of this study.

Table 7: Regression analysis.

influence	B	t-value	p-value	F-statistics	R-squared
X1-Y1	0.312	13.725	0.002	11.759	0.764
X2-Y1	0.317	13.813	0.002	10.374	0.733
X3-Y1	0.305	12.701	0.001	11.325	0.641
X1-Y2	0.212	4.875	0.001	14.43	0.701
X2-Y2	0.301	5.723	0.002	14.201	0.681
X3-Y2	0.282	4.214	0.001	13.394	0.631
Y2-Y1	0.312	9.782	0.000	11.931	0.324
X1-Y2-Y1	0.270	3.913	0.001	28.538	0.293
X2-Y2-Y1	0.211	2.817	0.000	26.472	0.210
X3-Y2-Y1	0.248	2.151	0.000	28.120	0.182

Several linear regressions conducted by present study in a package of statistics. Major hypothesis analysis by spss of the study. We used variables mean values for analysis. Primary justification of using mean value is given the consolidated dimension of variables. Averages congregate all dimensions of the variable into single standardized, average value, which signifies more broad measurement of the variable. The results shown in table indicate that x1 empowerment having a significant positive relationship with y1 employee performance ($B = 0.312$, $P = 0.002$) value r squared as 0.764 which indicates that 76% variation in employee

performance due to empowerment of high-performance HRP. Therefore, x2 training has a positive association with y1 employee performance ($B = 0.137$, $P = 0.002$) value r squared as 0.733 which having 73% variant in employee performance due to training of high-performance HRP. So x3 rewards also having a significant positive relationship with y1 employee performance ($B = 0.305$, $P = 0.001$) r squared value as 0.641 which shows that 64% variation in employee performance due to rewards of high-performance HRP. Hence, x1-y1, x2-y1, x3-y1 totally supports hypothesis 1 of this study. Thus, x1 empowerment has a significant positive association with y2 perceived job security ($B = 0.212$, $P = 0.001$) value r squared as 0.701 which shows 70% variant in perceived job security due to empowerment of high-performance HRP. Therefore, x2 also having a positive association with y2 perceived job security ($B = 0.301$, $P = 0.002$) r squared value as 0.681 which indicate that 68% variation in perceived job security due to training of high-performance HRP. So according to this table x3 having a significant association with y2 perceived job security ($B = 0.282$, $P = 0.001$) r squared value as 0.631 which shows that 63% variation in perceived job security due to rewards of high performance HRP. Hence, x1-y2, x2-y2, x3-y2 completely supports hypothesis 2 of this study. Therefore, y2 perceived job security having a positive significant correlation with y1 employee performance ($B = 0.312$, $P = 0.000$) the value of r squared show a 32% variation in employee performance. So y2-y1 totally supports hypothesis 3 of this study. Generally, regression model is significant.

Mediation Impact

We verify current study mediating hypothesis through software spss v.22 which designed by Muller. We used regression analysis methods for analyzing direct impact high-performance HRP on employee performance as well as the mediating effect of perceived job security. In hypothesis 4, the current study founded that y2 perceived job security having a significant positive mediating influence among the relationship between x1 empowerment and y1 employee performance ($B = 0.270$, $P = 0.001$). In hypothesis 4 y2 perceived job security having a positive significant mediating influence in the relationship between x2 training and y1 employee performance ($B = 0.211$, $P = 0.001$) with r squared value as 0.210. Moreover, in hypothesis 4 according to this study y2 perceived job security having a significant positive mediating influence in the relationship among x3 reward and y1 employee performance ($B = 0.248$, $P = 0.000$) r squared value as 0.182 with 18%. Hence, x1-y2-y1, x2-y2-y1, x3-y2-y1, totally support hypothesis 4 of this study.

Conclusion

This portion concludes the present study. In this context, the effect of three High-Performance HRP (reward system, empowerment, and training) on employee performance is examined. The results of this examination determine a positive and significant impact of all

the three dimensions on employee performance; which states that employee performance is determined by all three dimensions of HPHRP in a positive and significant manner. Secondly, this current study measured the influence of HPHRPs on perceived job security. The results display that HRP significantly related to perceived job security.

Thirdly, this current study inspected perceived job security is positively related with employee performance. Finally, study examined perceived job security mediating the relationship among high-performance HRP and employee performance. Results shows that the mediating role of perceived job security in the relationship between high-performance HRP and employee performance is significant.

Recommendations

Firstly, managers can increase the performance of employees through providing training, because it improves skills and knowledge of employees. If employees have essential skills to perform their duties, they can perform well in a short time.

Secondly, empowerment must be given to the employees. This empowerment encourages employees to make decisions in time during customer services. Therefore, employees should be encouraged by managers to take timely decisions. Moreover, there would be a decentralization style of decision making created through empowerment. Thus, customers could be responded well by employees through decentralization.

Thirdly, there must be fair reward system for employees so that they could work in a better way. By a fair reward system employee could perform better and thus the organization could also perform better in the competitive world to achieve its tasks. Therefore, it could be concluded that in an environment of fair reward system, empowerment and trainings employees perceive a sense of ownership and thus they are motivated through this ownership sense which lead them to perform their duties in a well and efficient manner, even in difficult situations.

Limitations & future instructions

There are some limitations of this research it may help in future research. In this current study, only three high-performance HRP (Empowerment, rewards, and training) were used. More dimensions of HPHRPs may be used in future studies such as internal career promotion opportunities, teamwork, employment security, staffing selectivity, and work-family balance (Tang, 2012) In this study limited dimensions of employee performance are taken. In future research additional or different dimensions may be studied e.g. Intention to Quit, Organisation commitment, extra role customer services, organizational citizenship behaviour



etc. In this current study mediating role perceived job security is measured. Although, in future studies, other variables may also be used as a mediator. This study only focuses on the banking sector of Pakistan. This study focused on seven big banks (NBP, HBL, UBL, MCB, Meezan, Alfalah, ABL) only and in future other banks or a different combination of bank can be included in the research. Different sectors of Pakistan will also be taking into account in future study.

REFERENCES

- Adams, J. S. (1963). Towards an understanding of inequity. *The Journal of Abnormal and Social Psychology*, 67(5), 422.
- Ashford, S. J., Lee, C., & Bobko, P. (1989). Content, cause, and consequences of job insecurity: A theory-based measure and substantive test. *Academy of Management journal*, 32(4), 803-829.
- Babakus, E., Yavas, U., & Ashill, N. J. (2010). Service worker burnout and turnover intentions: Roles of person-job fit, servant leadership, and customer orientation. *Services Marketing Quarterly*, 32(1), 17-31.
- Babin, B. J., & Boles, J. S. (1998). Employee behavior in a service environment: A model and test of potential differences between men and women. *Journal of marketing*, 62(2), 77-91.
- Baldwin, T., Bommer, B., & Rubin, R. (2012). *Managing organizational behavior: What great managers know and do*: McGraw-Hill Higher Education.
- Boon, C., & Kalshoven, K. (2014). How high-commitment HRM relates to engagement and commitment: The moderating role of task proficiency. *Human Resource Management*, 53(3), 403-420.
- Boshoff, C., & Allen, J. (2000). The influence of selected antecedents on frontline staff's perceptions of service recovery performance. *International Journal of Service Industry Management*, 11(1), 63-90.
- Bratnicki, M., Marzec, I., Zabierowski, P., & Kulikowska-Mrozek, M. (2007). Empowerment and entrepreneurship: Conceptual issues and empirical tests. *Journal of Economics and Management*, 3, 35-54.
- Brown, K. G., & Sitzmann, T. (2011). Training and employee development for improved performance.
- Christensen Hughes, J., & Rog, E. (2008). Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality organizations. *International Journal of Contemporary Hospitality Management*, 20(7), 743-757.
- Combs, J., Liu, Y., Hall, A., & Ketchen, D. (2006). How much do high-performance work practices matter? A meta-analysis of their effects on organizational performance. *Personnel psychology*, 59(3), 501-528.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management*, 31(6), 874-900.



- Cunningham, C. J., De La Rosa, G., Jex, S. M., Näswall, K., Hellgren, J., & Sverke, M. (2008). The dynamic influence of individual characteristics on employee well-being: A review of the theory, research, and future directions. *The individual in the changing working life*, 258-283.
- Gutteridge, T. G. (1993). *Organizational Career Development: Benchmarks for Building a World-Class Workforce*. Jossey-Bass Management Series: ERIC.
- Hackman, J. R., Oldham, G., Janson, R., & Purdy, K. (1975). A new strategy for job enrichment. *California Management Review*, 17(4), 57-71.
- Hallberg, U. E., & Schaufeli, W. B. (2006). "Same same" but different? Can work engagement be discriminated from job involvement and organizational commitment? *European psychologist*, 11(2), 119-127.
- Honold, L. (1997). A review of the literature on employee empowerment. *Empowerment in organizations*, 5(4), 202-212.
- Huselid, M. A., Jackson, S. E., & Schuler, R. S. (1997). Technical and strategic human resources management effectiveness as determinants of firm performance. *Academy of Management journal*, 40(1), 171-188.
- Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of Management journal*, 55(6), 1264-1294.
- Juhdi, N., Pa'wan, F., & Hansaram, R. M. K. (2013). HR practices and turnover intention: the mediating roles of organizational commitment and organizational engagement in a selected region in Malaysia. *The International Journal of Human Resource Management*, 24(15), 3002-3019.
- Karatepe, O. M. (2013). High-performance work practices and hotel employee performance: The mediation of work engagement. *International Journal of Hospitality Management*, 32, 132-140.
- Lee, K., & Allen, N. J. (2002). Organizational citizenship behavior and workplace deviance: The role of affect and cognitions. *Journal of applied psychology*, 87(1), 131.
- Long, R. J., & Shields, J. L. (2010). From pay to praise? Non-cash employee recognition in Canadian and Australian firms. *The International Journal of Human Resource Management*, 21(8), 1145-1172.
- Macey, W. H., Schneider, B., Barbera, K. M., & Young, S. A. (2011). *Employee engagement: Tools for analysis, practice, and competitive advantage* (Vol. 31): John Wiley & Sons.



- Matzler, K., & Renzl, B. (2007). Tourism Management. *Assessing asymmetric effects in the formation of employee satisfaction*, 1093-1103.
- Matzler, K., & Renzl, B. (2007). Assessing asymmetric effects in the formation of employee satisfaction. *Tourism Management*, 28(4), 1093-1103.
- Nawaz, M. S., Hassan, M., Hassan, S., Shaukat, S., & Asadullah, M. A. (2014). Impact of employee training and empowerment on employee creativity through employee engagement: Empirical evidence from the manufacturing sector of Pakistan. *Middle-East Journal of Scientific Research*, 19(4), 593-601.
- Neal, A., West, M. A., & Patterson, M. G. (2005). Do organizational climate and competitive strategy moderate the relationship between human resource management and productivity? *Journal of management*, 31(4), 492-512.
- Nishii, L. H., & Wright, P. (2008). Variability at multiple levels of analysis: Implications for strategic human resource management. *The people make the place*, 225, 248.
- Paauwe, J. (2009). HRM and performance: Achievements, methodological issues and prospects. *Journal of Management studies*, 46(1), 129-142.
- Probst, T. M. (2008). Job insecurity. *The SAGE handbook of organizational behavior*, 1, 178-195.
- Salanova, M., Agut, S., & Peiró, J. M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: the mediation of service climate. *Journal of applied psychology*, 90(6), 1217.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and psychological measurement*, 66(4), 701-716.
- Sekaran, U. (2009). Research methods for business 4th edition. Hoboken. In: NJ: John Wiley & Sons.
- Sun, L.-Y., Aryee, S., & Law, K. S. (2007). High-performance human resource practices, citizenship behavior, and organizational performance: A relational perspective. *Academy of Management journal*, 50(3), 558-577.
- Sverke, M., Hellgren, J., & Näswall, K. (2002). No security: a meta-analysis and review of job insecurity and its consequences. *Journal of occupational health psychology*, 7(3), 242.
- Tang, T. W., & Tang, Y. Y. (2012). Promoting service-oriented organizational citizenship behaviors in hotels: The role of high-performance human resource practices and organizational social climates. *International Journal of Hospitality Management*.



- Van De Voorde, K., & Beijer, S. (2015). The role of employee HR attributions in the relationship between high-performance work systems and employee outcomes. *Human Resource Management Journal*, 25(1), 62-78.
- Wall, T. D., & Wood, S. J. (2005). The romance of human resource management and business performance, and the case for big science. *Human relations*, 58(4), 429-462.
- Wright, P. M., McCormick, B., Sherman, W. S., & McMahan, G. C. (1999). The role of human resource practices in petro-chemical refinery performance. *International Journal of Human Resource Management*, 10(4), 551-571.
- Yang, C.-C., & Lin, C. Y.-Y. (2009). Does intellectual capital mediate the relationship between HRM and organizational performance? Perspective of a healthcare industry in Taiwan. *The International Journal of Human Resource Management*, 20(9), 1965-1984.
- Zikmund, W., & Babin, B. (2010). *Exploring marketing research* (10th edn) South-Western Cengage Learning.