

# The Effect of High Performance Management Practices on Affective Commitment: Comparative Analysis of Public and Private Sector Universities in KPK

<sup>1</sup>Waheedullah Hakimi, <sup>2</sup>Sameen Shah

<sup>1</sup>MS, Management Sciences at Iqra National University

<sup>2</sup>Lecturer at Iqra National University, PhD Scholar at Peshawar University

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**Abstract:** High performance Management practices (HPMP) and Organizational Commitment (OC) have consistently been the researchers' interest during the last 30 years. Despite the fact that, they have developed a significant amount of literature in this field, but they have no agreement on HPMP and its outcomes, that is satisfaction and commitment. For this motive, this study singles out Affective Commitment (AC) as the 'desire' component of Organizational Commitment and the study tried to ascertain the effect of High-Performance Management Practices (HPMP) on Affective Commitment (AC): Comparative analysis of public and private sector universities in KP. This study is quantitative and adopted a survey research design. The study has conducted by taking 162 respondents via convenient sampling method. The study has used to check descriptive statistics and simple linear regression analysis. Research findings revealed that for private sector universities, with the exception of performance appraisal, all other HPMP (recruitment, working environment, work life polices, training, and remuneration) have significant and positive effect on Affective Commitment. The results for public sector universities showed that only recruitment and working environment has positive and significant effect on Affective Commitment rendering the rest of the practices is insignificant. These results open new avenues for researchers to understand how the universities from both sectors use their HR practices to influence the emotional attachment to their organizations.

**Keywords:** HPMP, Affective Commitment, Public Universities, Private Universities.

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## 1. INTRODUCTION

### BACKGROUND:

The practitioners have ascertained in Pakistan the education sector gaining importance therefore, investing in education sector brings prosperity and development to the nation. As consequence of organizational commitment of their faculty members the preponderance of universities faced educational predicament. Which has resulted into lack of attentiveness of the teachers towards accomplishment of universities goal's and imparting knowledge to the students which further has resulted into low participation of students and worth of education and high turnover of university faculty members (Peril and Promise, 2000).

High-Performance Management Practices (HPMP) is the bundle of HR Practices which develops the skills and knowledge of the employees, gives the opportunity to the employees in decision-making to motivate and increase optional efforts (Sun, Aryee, & Law, 2007). HPMP's goal is to improve organizational performance through its employee support (Armstrong, 2010). Academic researchers are now paying superfluous attention to various human resource practices which can enhance performance of the organization in the long run.

Organizations are also giving an extra emphasis on human resource practices in order to increase profitability and productivity, high performance management practices (HPMP) has emerged as an interesting topic not only for practitioners but also for academicians despite the fact that, research scholars have examined how individual human resource practices affect the performance and efficiency of any organization yet little focus is being given on bundling these practices (Imran, Majeed, Ayub, 2015).

Yet there are still a lot of topics in human resource management need to be focus upon (Purcell et al., 2009). The current body of knowledge still shows some doubts in this relationship probably now that main factors that contribute to this relationship are still not discovered (Danford et al., 2008). According to Dessler (2008), higher institution of learning can adopt various HRM practices to enhance employees in addition to motivate them to work harder towards accomplishing the set targets. The research is more important to consider the significance of HPMP and its implementation in increase the commitment responsibility of workers; these examinations moreover participate in achieving the organization objective and target by holding the best work drive (Hassan & Mahmood, 2016).

#### **SIGNIFICANCE OF THE STUDY:**

The present research will be serviceable for education sector from many significant dimensions.

There is no comparative study regarding HPMP and Affective Commitment in public and private sector universities in KPK therefore, the study will significant for academicians and practitioners to take consistent and accurate decision concerning High Performance Management Practices and Affective Commitment. After which the research would provide base to top management to keep healthy and sustainable relationships with teachers to make them more satisfied and committed. Furthermore, it will give help to Universities to supervise their human resources in an effective way in order to succeed in the worldwide market by achieving the competitive advantage. After all this research would indispensable to know the significance of HPMP, High Performance Management Practices and its implementation and maximizing the Affective Commitment of teachers in university sectors.

#### **PROBLEM STATEMENT:**

High Performance Management (HPMP) and Affective Commitment (AC) have been dominated by the number of challenges and balance issues in public and private sector Universities in KPK. As it is valuable and great need to adopt the existing and commonly accepted list of HPMP to significantly influence the Affective Commitment.

#### **RESEARCH QUESTIONS**

- Study tried to answer the following questions.
- Is there any statistically significant effect of High Performance Management Practices on Affective Commitment in private and public universities of KPK?
- Comparison between public and private sector universities, which sector shows the most effect of HPMP on Affective Commitment?

#### **OBJECTIVES OF THE STUDY**

- The specific objectives of the study were to:
- Define the effect of High Performance Management Practices on Affective Commitment.
- To compare public and private sector universities in term of the effect of HPMP on Affective Commitment.

## **2. LITERATURE REVIEW**

#### **HIGH-PERFORMANCE MANAGEMENT PRACTICES (HPMP):**

High-Performance Management Practices (HPMP) is the bundle of HR Practices which develops the skills and knowledge of the employees plus gives the opportunity to the employees in decision-making to motivate and enhance optional efforts (Sun, Aryee, & Law, 2007). Boselie, Dietz, and Boon (2005) after analyzing 104 papers suggested training and development, pay and reward, Performance Appraisal, and Recruitment and Selection as four most commonly referred HPMP. Tiwari (2012) mentioned that HPM practices differ from situation to situation, country to country and

organization to organization. These practices are famed by various names. Which are, (a) High-performance management practices (b) high involvement management practices (c) high commitment management practices (d) High-performance Work System practices (Hegan, 2006). Chew, et al. (2005) stated, Organizational Commitment has significant and positive correlation with HPMP. Besides, the study identified that HR mutual core, which will affect staff than other organization features.

HPMP's goal is to improve organizational performance through its employee support (Armstrong, 2010). HRM when receive by organization besides people feel committed to perform better and use their scholarly capacity in proficient approach to help organization accomplish its significant and vital objectives and targets (Meyer and Smith, 2000). More absolutely, to build the good and commitment of people to prompt an expansion the efficiency and benefit to actualize the HPMP in association (Guy and Michel, 2007). The bundle of high-performance work practices has been firmly believed to boost Organization Commitment (Posthuma et al., 2013). For this reason, the bundle of the practices is sometimes referred to as high commitment management practices (Chiang, et al., 2014).

Various employees result including organization commitment by the help of HPMP lead to organizational level result which will further lead incorporating and expansion in organizational profitability and productivity (Combs et al., 2006). It has been contended that when appropriately designed and coordinated high performance work practices are efficient in empowering higher human capital resource and more extensive additional role commitments to the organization (Kehoe & Wright, 2013). The research is more indispensable to consider the significance of HPMP apart from its implementation in enhance the commitment responsibility of workers; these examinations moreover participate in accomplishing the organization objective and target by holding the best work drive (Hassan & Mahmood, 2016).

#### **RECRUITMENT & SELECTION:**

It is the system of looking through the viewpoint and flexible employees and fortifying and motivating them to apply for work in allude (Edwin, 1980). In the process of determination or selection, the Affective Commitment has to be effected by chosen or selecting the optional applicant according to organization objective by identifying workers, selection and hired employees are costly process. Excluding the company is more concerned with retaining employees. Establishing employee commitment is a highly supreme consideration for both small and large organization (McElroy, 2001). Selective hiring involves huge numbers of exercises, which incorporate watchful coordinating among occupation and occupation requirement, a conscious effort to pull in the best ability from the activity market, and offering higher remuneration to keep up the ability in the association to hold the ability in the association (Fiorito et al., 2007).

#### **TRAINING AND CAREER DEVELOPMENT:**

Goldstein (1980) Training is characterized as the orderly procedure to create knowledge, abilities, and skills which are required by employees to perform proficiently and adequately. Naqvi and Bashir (2015) consider the relationship between couples of parts of HR practices and found a huge and positive relationship agonist's organization commitment and training. Sendogdu et al. (2013) recognized the hypothesis that there is a positive relationship between training, either in various capacities or on work capacities, and organization commitment. Huselid (1995) distinguished that thought of HPM Practices such is giving training and professional stability by the organization are vital determent of employees' maintenance. Investment in training measure and effect development schemes are becoming highly acknowledge as fundamental HRM (Oakland & Oakland, 2001).

#### **WORKING ENVIRONMENT:**

Working conditions play main role in determining job attitude and commitment. Also, working environment is one of the important factors that have an effect on employee's decision to remain in the organization for maximum time period (Zeytinoglu, et al., 2005). Features of organizational environment differ in service sector as compare to manufacturing sector as it has to communicate with the clients. The Interactions will be more or less frequent which depends upon kind of job. Therefore, communication between employees and their clients demands a move of focus from the material to Psycho social measurement of work environment. Support, demand, work load, stressors etc are included in Psycho social dimensions (Normann, 1986). Emerging needs of employees must be recognized to keep them devoted and provide the work environment as needed by them (Ramlall, 2003). Workspace design has a great impact on workforce. As a result employees tend to live in the organization as long as they are satisfied (Weidemann, et al., 2001).

#### **WORK LIFE POLICIES:**

Work-life policies such as childcare information, parental leave, and flexible schedules have shown impact on employee retention. According to studies, if there are family benefits provided by the organization then organizational commitment will exist (Grover and Crooker, 1995). Organizational commitment and job satisfaction are indirectly related to work family conflict (Kossek, 1998). According to Thompson et al. (1999), in order to reduce work-life conflicts, sometimes related benefits are not sufficient. According to research conducted by Organ and Ryan (1995) organizational commitment is having negative relation with the work-life balance.

#### **REMUNERATION & RECOGNITION:**

Remunerations are described as a package incorporates medical compensation, accommodation, travelling benefits, salary and other rewards (Lim and Ling, 2012). Sejjaka and Kaawaase (2014) brought up that prizes can forecast O. In addition, Chew and Chan (2008) affirmed the positive connection amongst prizes and Organization Commitment. An examination led by Sial et al. (2011) on Pakistan universities to evaluate the impact of HRM practices on organizational commitment expressed that Compensation has a critical association with worker's commitment and prompts higher productivity in organization. As indicated by Naqvi and Bashir (2015) there is a huge and positive relationship amongst remuneration and organization commitment.

#### **PERFORMANCE APPRAISAL:**

Performance appraisal can be utilized by the administration to assess the performance of workers as well as keeping in mind the end goal to decide their advancements and prizes and evaluation has turned into the need for the organization (Lim and Ling, 2012). Riketta (2002) demonstrate the positive relationship between performance appraisal and organization commitment. As indicated by social trade hypothesis, putting resources into the desires of employees will affect the work environment conduct of the workers to be highly active in any organization (Cropanzano and Mitchell, 2005).

#### **AFFECTIVE COMMITMENT (AC):**

The bundle of high-performance work practices has been firmly believed to boost Organization Commitment (Posthuma et al., 2013). Subsequently, empirical evidence has revealed the significant positive association between HPMP and organizational commitment (Gibbs & Ashill, 2013). Appreciated theories illustrate their sense three components of Organization Commitment: Effective, Continuity, and Normative Commitment (Meyer and Allen, 1991). Affective commitment is the employee's psychological and emotional relation with organization to participate in the organization's activity for long period (Meyer & Allen 1997). Besides, workers with a full of feeling duty continue with employments in the organization since they will do as such, not so much as a consequence of any pressure or compulsion being forced on them by an outsider (Almıçık, Almıçık, Akçin, & Erat, 2012).

This study concentrated on Affective Commitment on the basis of several important reasons. First, an Affective Commitment has been shown to be influenced by employees' work and organizational experiences. Second the Affective Commitment has been demonstrated to relate vigorously and consistently to desired work outcomes, such as low absenteeism and organizational citizenship behaviors (Meyer et al., 2002).

However, Affective Commitment is highly imperative to organization performance than Continuance or Normative Commitment (Mayer and Allen, 1990). Affective commitment has been linked to increased involvement in organizational activities and a strong willingness to contribute to achieving organizational goals and a strong desire to remain with the organization (Idris and Manganaro, 2017). Meyer and Herscovitch, (2001) reasoned Affective Commitment having stronger influence on employees' retentions and citizenship behavior than normative and continuous commitment. In return, employees are likely to feel a Commitment to the organization's goals and so developed an effective relationship with the organization itself—which may be exposed as affective commitment (Cohen, 2003).

### **3. RESEARCH METHODOLOGY**

The intention of this research was to scrutinize and determine the effect of HPMP on AC. This research is quantitative and adopted a survey research design which. Data collected from university employees in public and private universities in KP. Out of all 162 responded to questionnaires through convenient sampling method sample size. Descriptive statistics along with regression analysis were used. The scale for HPMP was adapted from Ahmad and Akhtar (2011) and Gisela Demo and Rozzett Kesia (2012, the scale for AC was adopted from Meyer & Allen (1990) and (1993).

#### 4. RESULTS AND DISCUSSIONS

Table (1) Employees Demographical Profile Analysis

Variable	No of respondents	Percentage	Variable	No of respondents	Percentage
	<b>Teachers</b>			<b>Designation</b>	
IQRANANIONAL UNI	33	20.4%	Professor	10	6.25%
SARHAD UNI	26	16.0%	Associate Professor	7	4.3%
PRESTON UNI	21	13%	Assistant Professor	57	35.2%
HAZARA UNI	33	20.4%	Lecturer	88	4.3%
AGRICULTURE.UNI	19	11.7%	Total	162	100%
UNI OF PESHAWAR	30	18.5%		<b>Age</b>	
Total	162	100%	20-30	41	25.3%
	<b>University Nature</b>		30-40	80	49.4%
Private	80	49.4%	40-50	26	16.0%
Public	82	50.6%	Above 50	15	9.3%
Total	162	100%	Total	162	100%
	<b>Gender</b>			<b>Experience</b>	
Male	130	80.2%	1 to 5	93	57.4%
Female	132	19.8%	5 to 10	54	33.3%
Total	162	100%	10 to 15	12	7.4%
	<b>Education</b>		Above 15	3	1.9%
Master	10	6.17%	Total	162	100%
MS	112	69.1%			
PH.D.	40	24.7%			
Total	162	100%			

Table (1) shows complete picture of demographic section. Out of which (20.4%) has responded from Iqra National University, (16.0%) responded from Srhad University, (13%) responded from Preston University, (20.4%) responded from Hazara University, (11.7%) responded from Agriculture University, (18.5) responded from University of Peshawar. There were (80.2%) Male and (19.8%) were Female teachers responded. Moreover, (54.3%) lectures and (35.2%) assistant professor as well (4.3%) associate professor and (6.2%) professor responded to questionnaires. There were also (6.17%) MBA teachers and (69.1%) Master teachers and (24.7%) Ph.D. teachers responded to questionnaires. As well (57.4%) teachers who had experience 1 to 5 years were responded and as well (35.2%) had 5 to 10 years' experience and (4.2%) teachers had 10 to 15 years experienced and (1.9%) above 15 years' experience teachers responded to questionnaires.

#### REGRESSION ANALYSIS FOR PRIVATE SECTOR UNIVERSITIES

Table (2) the effect of HPMP on Affective Commitment. Private

Model	B	S.E	$\beta$	t	sig
1					
(Constant)	.155	.429	-	.362	.718
Recruitment & Selection	.253	.119	.206	2.127	.037
Working Environment	.403	.193	.380	-3.128	.008
Work life Polices	.372	.190	.360	-2.901	.039
Training & Development	.390	.111	.369	3.520	.001
Performance Appraisal	-.023	.137	-.018	-.166	.869
Remuneration & Recognition	.401	.077	.444	5.207	.000
(R=78%), (R Square=62.5%), (F=22.13, P<0.05).					

$$AC = B_0 + B_1RS + B_2WE + B_3WP + B_4TD + B_5PA + B_6R \dots \dots \dots (1)$$

Table (2) shows the effect of HPMP like recruitment & selection, training & development, performance appraisal and remuneration recognition on Affective Commitment which ascertained by the regression analysis for private universities. The value of R shows that all HPMP explanatory variables in the model are 78% associated with the dependent variable of Affective Commitment. Furthermore, the value of R-Square indicates that independent variable of HPM practices



explains up to 62.5% change in the dependent variable, i.e., Affective Commitment. The results of ANOVA are given in above table indicates that the value F suggests that overall model is fit and significant ( $F=22.13$ ,  $P<0.05$ ). Beta value of .253 ( $P<0.037$ ) shows that there is significant and strong relationship between Recruitment and Affective Commitment. Similarly, Working Environment has strong relation with Affective Commitment and Beta value of .372 ( $P<.39$ ) show significant and strong relation between work life Policies and Affective Commitment. Likewise, Training and Development have significant and positive effect of Beta .390 ( $P<.001$ ) on Affective Commitment. However, Performance Appraisal has insignificant effect of (.869) on Affective Commitment. Furthermore Remuneration & Recognition have significant effect of (.000) on Affective Commitment.

#### REGRESSION ANALYSIS FOR PUBLIC SECTOR UNIVERSITIES:

Table (3) the effect of HPMP on Affective Commitment. Public

Model	B	S.E	$\beta$	t	sig
1					
(Constant)	.554	.366	-	1.513	.134
Recruitment & Selection	.598	.122	-.137	4.911	.000
Work environment	-.225	.174	-.181	-3.637	.006
Work life polices	-.102	.085	-.101	-1.194	.235
Training & Development	-.136	.134	-.137	-1.018	.312
Performance Appraisal	.144	.163	.109	.882	.380
Remuneration & Recognition	.245	.124	.226	1.970	.052

( $R=69\%$ ), ( $R\text{ Square}=47.9\%$ ), ( $F=16.77$ ,  $P<0.05$ ).

$$AC = B_0 + B_1RS + B_2WE + B_3WP + B_4TD + B_5PA + B_6R \dots \dots \dots (1)$$

Table (3) shows the effect of HPMP like recruitment & selection, training & development, performance appraisal and remuneration recognition on Affective Commitment which scrutinized by the regression analysis for private universities. The value of R shows that all explanatory variables HPMP in the model are 69% associated with the dependent variable of Affective Commitment. Furthermore, the value of R-Square indicates that independent variable of HPMP practices explains up to 47.9% change in the dependent variable, i.e. Affective Commitment. Also the F value suggests that overall model is fit and significant ( $F=16.77$ ,  $P<0.05$ ). Beta value of .598 ( $P<.000$ ) shows that there is positive and strong relationship between Recruitment and Selection and Affective Commitment. Similarly, Working Environment has strong relation with Affective Commitment and Beta value of -.102 ( $P<.235$ ) show insignificant relation between work life Polices and Affective Commitment. Training and Development have insignificant effect of (.312) on Affective Commitment. Also, Performance Appraisal has insignificant effect of (.380) on Affective Commitment. . Furthermore compensation & benefit have the insignificant effect of (.052) on Affective Commitment.

#### STATISTICALLY COMPARISON OF PRIVATE AND PUBLIC SECTOR UNIVERSITIES:

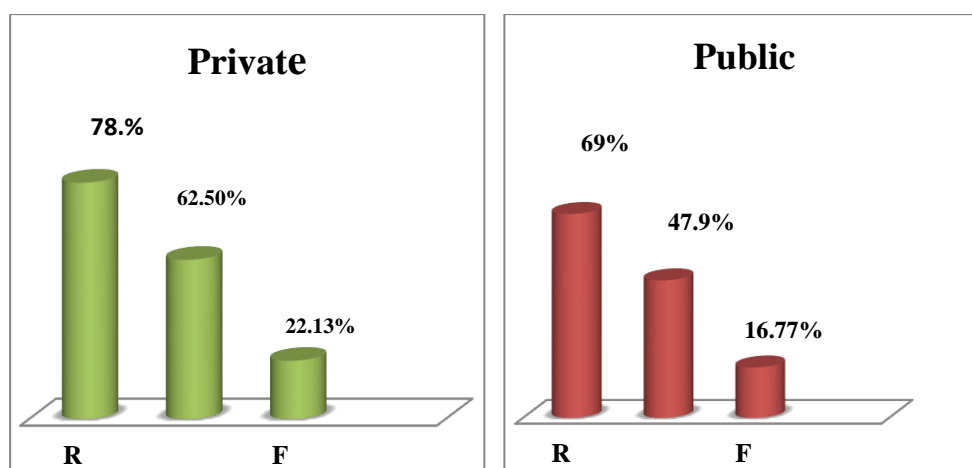


CHART (1)

Comparing of research finding for both private and public education sectors as it is reflected in above chart (1) the value of  $R=78\%$  and  $R\text{ Square}=62.5\%$  are greater in private sector universities as compare to public universities  $R=69\%$  and  $R\text{ Square}=47.9\%$ . it is also revealed in chart (1) that the value of  $F=22.13$ ,  $P<0.05$  so the model for the private sector universities is more fit and significant as compare to public sector universities  $F=16.77$ ,  $P<0.0$ .

Overall research findings revealed that for **private sector** universities, with the exception of performance appraisal, all other HPMP (recruitment, working environment, work life polices, training, and remuneration) have significant and positive effect on Affective Commitment.

The results for **public sector** universities showed that only recruitment and working environment has positive and significant effect on Affective Commitment rendering the rest of the practices is insignificant.

(HPMP) has more effect on affective commitment in private sector universities as compare to public universities.

## 5. CONCLUSIONS

The intention of this research was to compare the public and private sector universities, to analyze the effect of HPMP on Affective Commitment. A number of literature and studies exist in America and Europe related HR practices and other variables like Organizational Commitment and performance, etc. however not done in Pakistan. It is proposed to further researchers should probe research on various variables to impact organizational Commitment and ultimately growth education sector performance and decrease top quality university faculty members turnover. Prosperity of a nation is importantly dependent on quality of education. Likewise, it is related to commitment of top quality faculty members of education sector. In order to have a committed faculty members better HR practices should be adopted. The overall conclusion of the study is below.

HPM practices of private universities are relatively better as compared to the public universities.

Private universities working environment is better as compared to private universities due to good HPMP.

Private universities are performing better as compared to public universities in work life police practices due to good HPM Practices.

Private universities are performing better as compared to public universities in their performance appraisal practices due to good HPM Practices.

Private universities are performing better as compared to public universities in Training and Development practices due to good HPM Practices.

Private universities are performing better as compared to public universities in compensation practices due to good HPM Practices.

## 6. RECOMMENDATIONS

**FOR EDUCATION SECTORS:** performance appraisal has insignificant effect on (AC) in private and public sector universities. Therefore, there is need in public and private sector universities' management conduct performance appraisal practice to evaluate the performance of employees this will cause and increment the inspiration level of workers and ultimately the workers doing their best to the benefit of the organization and having a desire to keep up their commitment. Furthermore, training & development, and remuneration recognition have insignificant effect on (AC) in public universities. Consequently, there is need to conduct a training need analysis which will identify relevant training for various employees. Likewise, the employees will perform effectively and efficiently in organization. The management of public sector universities must concentrates on compensation. Besides, an organization's reward framework can influence the performance of the worker and committed employees to stay for long period.

**FOR FUTURE RESEARCHERS:** As this study got the results of comparative analysis according to HPMP and Affective Commitment, future researchers should focus to add intermediate and moderate variables and work on the structure and create model related to this research. The study was limited to a randomly selected sample of public and private universities from only KP so data should be gathered from the maximum cities of Pakistan and size of the sample must be increased in future researches.

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