



Impact of HPWS on Job Satisfaction: A Study of Public and Private Sector Universities of Bahawalpur with Moderating Effect of Perceived Organizational Support

Mehwish Shahid	Ph.D. Scholar, IBMAS/Lecturer, Government Sadiq College Women University (GSCWU), Bahawalpur, Punjab, Pakistan.
MUHAMMAD Rizwan Arshad	Lecturer, Department of Marketing & International Business Institute of Business Management and Administrative Sciences (IBMAS), The Islamia University of Bahawalpur, Punjab, Pakistan.
Munaza Kanwal	Ph.D. Scholar, Department of Marketing & International Business Institute of Business Management and Administrative Sciences (IBMAS), The Islamia University of Bahawalpur, Punjab, Pakistan.
Sana Batool	Ph.D. Scholar, IBMA/Lecturer, Government Sadiq College Women University (GSCWU), Bahawalpur, Punjab, Pakistan.

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Corresponding Author:

Mehwish Shahid
Email: mehwish.shahid@gscwu.edu.pk

Abstract: This study intends to investigate how the relationship between high-performance work systems and job satisfaction is influenced by perceived organizational support. The relationship between high-performance work systems and employee job satisfaction was investigated based on the social exchange perspective, and the moderating impact of perceived organizational support was examined. The claim that High-Performance Work Systems will increase social relationships between employers and employees was backed by theory. Data was collected from faculty members, and administrative staff of three public institutions and two private universities in Bahawalpur. 326 was the total study sample for this study. For the collection of data, a survey research questionnaire approach was used. It was a cross-sectional study. IBM SPSS Statistics 29.0.0.0(241) is used for the purpose of Data Analysis. Cronbach Alpha and Regression were calculated. According to the results, high-performance work systems are more likely to have a beneficial effect on employees' Job Satisfaction through Perceived Organizational Support. University staff are urged to take into account the significance of implementing High-Performance Work Systems so as to increase employee satisfaction in light of the paper's findings. Evidence from the study supports the idea that Perceived Organisational Support has a moderating effect on the association between Job satisfaction and the High Performance of Work Systems that employers have implemented.

Introduction

The basic definition of high-performance work systems (HPWS) is a "System of human resource practices intended to develop employee abilities, devotion, and productivity in such a way that people become a source of competitive advantage" (M. Zhang et al., 2014). The value of

human resources (HR) has grown as businesses depend more on human capital to achieve a competitive advantage and boost organizational effectiveness. Management researchers are interested in using HR to enhance organizational performance because they recognize its practical

value. One such tactic is to implement high-performance work systems (HPWS), which usually involve procedures like thorough training, careful personnel selection, the provision of detailed job descriptions, and completing participation assessments. These procedures aim to maintain a competitive advantage while enhancing organizational performance. Prior studies have consistently demonstrated a favorable correlation between HPWS and organizational success. Understanding how people respond to HPWS is crucial for an organization's success and survival, in addition to the organizational advantages that emerge from its adoption. Researchers in human resource management (HRM) contend that HPWS must assist staff members in light of this. Studies on HPWS have, in fact, typically demonstrated that its advantages for worker outcomes, such as affective commitment, organizational citizenship behaviour (OCB), and productivity, are valid (Wang et al., 2022).

The strength of the HRM system has generally received positive feedback from researchers looking for a "theory" to explain how HRM activities affect different outcomes. Employee perspectives are improved by strong HRM, which can promote productive employee behaviour. This aspect is therefore considered to be essential to HPWS's effectiveness (Riaz et al., 2020).

According to Fisher (2010), Cognition and affection are two components of job satisfaction; they are best understood as a pleasant emotional state that results from an evaluation of one's work experiences (Tietjen & Myers, 1998; Yousef, 2017). Various theories that distinguish between an individual, a group, and an organizational level have sought to explain the relationship between job design and job satisfaction (Fisher, 2010). A worker's opinion of his tasks is favorable because he is content with his job. The writers provide a number of definitions of job satisfaction. It is believed that a worker's attitude and mood at work are reliable markers of job satisfaction. Because their work environments differ from

those of typical employees of a firm, academics are recognized as a separate sample subset of human resources. Academics also have personal and professional interests in relation to their universities, including pressure to strive for greatness, to choose wisely when it comes to the course load and research agenda, and to maintain a balance between work and family life. Due to their dissatisfaction at work, their academic performance will suffer, and they won't be able to support the education industry (Masum et al., 2015).

The primary emphasis of the study is how HPWS components affect academic work satisfaction. The purpose of this study, which makes use of the Social Exchange Theory, is to look into how HPWS affect work satisfaction at both private and public universities in Bahawalpur.

The conceptual model of job satisfaction for academics established in this research is based on elements connected to high-performance work, with perceived organizational support serving as a moderator. The structure of this article is as follows: a quick discussion of the research on academics' job satisfaction is followed by elements connected to high-performance work that affect academics' job satisfaction in both public and private universities. Ultimately, these studies examine future research areas and limitations.

Literature Review

Job Satisfaction

A person's work is directly rated positively or negatively by their job satisfaction. Most scholars concur that including employees in management helps raise spirits, organizational commitment, output, and job satisfaction. Therefore, job satisfaction acts as a key mediator when high-performance work systems have an effect on an organization's performance. The relationship between high-performance work systems and job satisfaction will benefit from more studies in order to connect high-performance work systems

to organizational performance. Many empirical studies demonstrate a significant relationship between high-performance work systems and job satisfaction. Wu and Chaturvedi use a research sample of 1383 employees from 421 businesses in China, Taiwan, and Singapore and discover that high-performance work systems ultimately improve staff attitudes on an individual basis (Affective commitment, job satisfaction). According to (García-Chas et al., 2016), firms can increase employee job satisfaction by implementing high-performance work systems because they would have greater access to opportunities for goal-setting, training, initiative, and development. Employees from the manufacturing and service industries in southern Jiangsu were studied by (Della Torre & Solari, 2013). They discovered that if employees are happier, they will be more satisfied with their job, and the effective implementation of high-performance work systems can improve employees' positive emotions (Liu et al., 2016). "Positive attitudes toward the job are associated with job satisfaction, and negative attitudes are associated with job dissatisfaction" (Beardwell & Claydon, 2010). One of the essential elements to achieving recognition, salary, and promotion to embrace a sense of fulfilment is job satisfaction. According to (Andreassi et al., 2014), the presence of increased salaries, sufficient rewards, and attractive coworker affiliations can increase employees' levels of job satisfaction.

Higher education is thought to be a particularly effective tool for altering a country's economy and a source of funding for long-term cultural and social development, cohesiveness, equity and justice. On the other hand, universities are regarded as one of the top institutions for generating information and awareness as well as preparing for a range of jobs.

Although the higher education industry has seen phenomenal growth, teachers still face issues like unequal and inappropriate pay, an unhealthy physical environment, crowded classrooms, outdated facilities, a lack of career

insight and identity, as well as job insecurity and constitutionalism, irrelevance in life, lack of freedom of speech and not developing their full potential. Since excellence in work is only achievable when the employees recognize and take an interest in the nature of work, it will have a negative impact on their teaching and research if the teachers are not satisfied (Ganai et al., 2020).

High-Performance Work Systems (HPWS)

When it comes to the historical and social context, it is crucial to place the HPWS phenomenon because there has long been interest in finding ways to improve the management of work and people. Notable developments in this area include "scientific management, the human relations movement, socio-technical work systems, industrial democracy, and job enrichment" (Boxall & Purcell, 2011). The idea of high-performance work systems was developed in the US and gained popularity in the discussion about the US manufacturing industry's declining competitiveness. According to (Cappelli & Neumark, 2001), the phrase gained notoriety as a result of the advent of Japanese "lean production" systems in the 1970s and 1980s, which included methods like quality circles, just-in-time inventory, and team-based manufacturing that helped to increase quality, cost, flexibility, and delivery, a major contributor to this concern (Womack et al., 1990). The limited use of workers' abilities and discretionary effort in US work organization models was recognized as a major deficiency. Along with this obstacle, the introduction of "advanced manufacturing technology (AMT), which includes robotics, computer-aided design (CAD), computer numerical control (CNC) machine tools, and electronic data interchange (EDI) systems", was another catalyst for the past thirty years for a change in work systems (Snell & Dean Jr, 1992).

The topic has most recently been sparked by the increase in the "offshoring" of manufacturing to nations with low labor costs, such as China, India, and others. Leading studies, including

those in the manufacturing of automobiles, steel, clothes, and medical devices, stressed the need to change mass production occupations in the US, which frequently lacked accountability and judgement. Although the management of production workers in manufacturing was the initial focus, the discussion of HPWSs expanded to include the human factors that affect competitive performance in both manufacturing and services. Concern over where services are located in a worldwide production environment is growing in the United States, which has prompted interest in how service organizations may use High-Performance Work Systems as a competitive advantage. (Batt, 2002). What kind of issues HPWSs expected to solve if this is the nature of the problems? Due to the fuzziness of HPWSs, which involve three ideas that are tangentially related to one another (systemic effects, performance, and work practices of some sort), we face significant challenges in this area (Boxall & Macky, 2009). The dependent variable, organizational performance, can be interpreted in various ways. According to the (Godard, 2004) assessment of HPWS studies, the majority of researchers are based on economic performance criteria. On the other hand, organizational performance may cover broader ideas of social legitimacy or corporate social responsibility, while economic performance may include short- or long-term financial results. It's significant to note that a core tenet of the research is that HPWSs depend on employees' positive responses. As a result, a lot of scholars are dedicated to measuring how HPWSs affect worker interests. This has sparked a debate in which some researchers identify favorable effects on employees while others reject this (Appelbaum et al., 2000; Godard, 2004).

The significance of systemic effects is a second crucial component of the HPWS concept (Delery & Shaw, 2001). According to (MacDuffie, 1995), "bundling" of work practices is important in HPWSs because it "shapes the pattern of interactions between and among managers and employees, rather than individual activities." His

study focuses on modifying employee incentives and skill-formation tactics to be congruent with more adaptable work designs. However, the extent to which the complementary organizational components—such as a company's technology or proprietary knowledge, financing, supply chain, product- or service mix and governance—were considered in the HPWS literature when examining synergistic relationships beyond HRM was inconsistent (Boxall & Macky, 2009). Bundling, as it is now understood, is the process of aligning training with the transition to self-directed teams within the components of an HR system. This is often how HR writers have approached the topic, but from the perspective of strategic management, it just represents one piece of the picture (Boxall, 2012).

In discussions about how HRM impacts organizational performance in recent years, the literature on "high-performance work systems" has dominated (HPWSs). The words are now often employed in the academic fields of HRM, organizational behavior, operations management, and industrial or employment relations. Nevertheless, it is genuinely interesting how recent adjustments to the way work and people are managed have an impact on managers' and workers' performance at work. The concepts of integrating work practices to produce systemic improvements are also discussed and are significant if they are understood in the context of an entire workplace or business unit (Boxall, 2012).

Line managers and employees may view the HPWS of their company from various perspectives, but ultimately, employees' viewpoints will affect how they view and respond to the HPWS. Therefore, it is crucial to understand what employees think about HR procedures. In order to better understand the individual-level mechanisms through which HPWS exert their influence on employee outcomes, literature combines research on perceived HPWS with research on HR attributions from an employee-

focused perspective. Thus, we propose the following hypothesis:

Hypothesis 1: *“High-Performance Work Systems are positively associated with Job Satisfaction”.*

The Moderating Role of Perceived Organizational Support

Perceived organizational support (POS), which is described as "the sense that the organization values their contributions and cares about their well-being," may have an impact on employee commitment to the company as well as other positive employee attitudes and behaviors (Eisenberger et al., 2020).

In previous research on the direct relationship between HPWS and job happiness, HPWS has been characterized as a range of HR practices that foster social exchange connections between employers and employees. POS significantly improves the social relationship between staff members and the company.

According to (Eisenberger et al., 1986), perceptions of organizational support are influenced by a variety of factors, including how an organization treats its employees, how it communicates its goals to them, how much it wants to pay its employees, and how it makes their jobs interesting and fulfilling. Employees also felt that their manager supported the organization by taking care of their illnesses, errors, and work output. (Eisenberger et al., 1986) Found that employee job performance and absenteeism can both be predicted using perceptions of organizational support. Perceived organizational support, according to (Macey et al., 2006), can aid workers in growing creative and adaptable in challenging circumstances. In addition to (Eisenberger et al., 1986) Perceived Organization Support, McMillan (1997) also examined it. The internal support of the organization—which can be divided into a social/psychological and an instrumental aspect—is the primary source of how employees perceive their support for the organization.

Social and psychological support refers to their working conditions, their well-being, and the degree to which their needs are met; instrumental support refers to the organization's information system, marketing research, training, and facility assistance (Berry and Parasuraman, 1997). Support on a social, psychological, and practical level can also increase workers' productivity.

Employees will feel psychologically comfortable and more engaged in their professional position if they work in a supportive management environment and have supportive and trusting relationships with their coworkers (Kahn, 1990). Employers who experience strong organizational support are less likely to fear that their performance or mistakes at work will have a negative impact on their careers. Employers who have low perceived organizational support will reduce employee engagement, which will have a detrimental impact on their personal lives (Kahn, 1990). According to (Eisenberger et al., 2002), job performance is favorably correlated with perceived organizational support. Employers are more likely to ask for recommendations on the job, acquire new skills, and enhance performance when they perceive their organization to be extremely supportive (Tang, 2021).

The goals and expectations of the organization can be communicated to employees through HR practices, according to a number of experts. The HR procedures utilized by HPWS show “an organization's intention is to create or maintain a relationship with its employees that is characterized by a positive working environment”. For instance, job security demonstrates a company's desire for a long-term connection with its staff; training demonstrates a company's willingness to invest in its staff; and promotion chances demonstrate a company's appreciation for and understanding of the contributions made by its staff. The staff's interpretation of these signals determines their POS.

According to organizational support theory, “employees believe their company values and cares about their well-being when they feel like their employer values and supports them” (Eisenberger et al., 1986). POS can therefore serve as a gauge of a company's altruistic intentions (Lynch et al., 1999). Employees are encouraged to reconfigure their job boundaries through supportive and developmental supervisory actions, such as giving constructive criticism or being available to discuss specific workplace difficulties (Leana et al., 2009). According to this reasoning, a high POS indicates more options for job crafting. Additionally, according to (Lee & Peccei, 2007), POS offers emotional support, a sense of accomplishment, approval, and affiliation that enhance work engagement (Zacher and Winter, 2011).

Employees with high POS feel obligated to respond to the company with a pleasant work attitude and helpful organizational actions by applying the concept of reciprocity (Rhoades & Eisenberger, 2002). High POS is thus inversely correlated with job satisfaction and positively correlated with job burnout (Riggle et al., 2009). According to earlier studies, POS is crucial for regulating organizational relationships. According to the COR theory (Hobfoll, 1989), POS is a valuable tool that increases employee comfort in handling role responsibilities. Providing employees with strong organizational support includes helping them physically, financially, technologically, socially, and emotionally (Eisenberger et al., 1986).

Therefore, excellent organizational support gives employees access to resources, facilitating the achievement of work goals more effectively. High POS also enhances coworker cooperation and communication, which frequently manifests as mutual aid. As a result, coworkers take part in cooperative activities. It is challenging to meet high-performance standards in a low POS setting without such resources. High POS is seen as complementary by employees to improved access to diverse resources. According to the COR theory,

correlations between job satisfaction and POS should be stronger when higher levels of perceived organizational support are present since resources will be more readily available. POS could therefore be a confounding factor in the connections between HPWS and work satisfaction (Cheng & O-Yang, 2018).

Additionally, a positive view of people's efforts and growth in POS can be fostered through a great workplace culture and organizational incentives. Therefore, consistent with earlier studies, we think that HPWS and POS will function effectively together (Garca-Chas et al., 2016).

Hypothesis 2: “POS will moderate the relationship between HPWS and Job Satisfaction”.

Social Exchange Theory

The impact of HPWS on employee performance via a social exchange is supported by the social exchange theory. According to this theory, people are more likely to repay favors if they offer the other person something in return (Blau 1964). Mutual trust, accountability, and commitment are characteristics of social exchange, which refers to a long-term and socioemotional exchange link between employees and businesses (Colquitt et al. 2014). Employees who frequently interact socially with the company are more inclined to act in ways that the company values in exchange for favorable treatment, according to the social exchange theory (e.g. task performance and organisational citizenship behaviour). Previous studies have demonstrated the beneficial relationships between employee task performance and interpersonal contact.

Additionally, we believe that HPWS will improve the social relationships between staff members and their employers. HPWS demonstrates an organizational commitment to employee development and conveys to staff messages about employers' willingness to forge enduring connections with their workforce. HR procedures used by HPWS include thorough training, careful hiring, rigorous screening, and performance monitoring for improvement (Takeuchi et al.,

2007). Organizations demonstrate their value and trust in their people by implementing HR strategies, including flexible job design, participatory decision-making, and performance-based compensation (Liao et al., 2009).

In other words, employees view HPWS as a system of social exchange that denotes commitment, appreciation, and trust (Shore et al., 2006). We, therefore, postulate that social contact serves as a potential conduit through which HPWS may alter how well employees perform at their jobs (J. Zhang et al., 2019).

Conceptual Framework

Conceptual model that is based on the above literature is presented in Fig 1. The independent variable in this research is High-Performance Work Systems, and the dependent variable is the Job satisfaction of employees, while perceived organization support is used as a moderator.

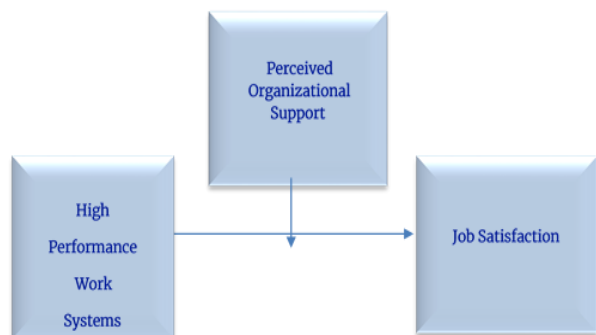


Figure 1: Conceptual Framework

Results

Table 1. Demographics.

Characteristic	Frequency	Percent
Gender		
Male	133	40.4 %
Female	191	58.1%
Age		
18-30	238	72.3 %

Research Design

The study conceptualizes the impact of independent variable High-Performance Work Systems with moderating role of Perceived Organizational Support on Job Satisfaction in Universities of Bahawalpur with the main categories of higher education institutions, i.e. Public and Private, namely: Islamia University Bahawalpur (IUB), Government Sadiq College Women University(GSCWU), Cholistan University (CUVAS), National College of Business Administration and Economics (NCB A&E), University of Central Punjab (UCP).

Population and Sample

The population of the study comprised 5 institutions in Bahawalpur City, Pakistan. Stratified sampling is used by making strata of private and public sector universities; participants were randomly selected from the list of universities of Bahawalpur, Punjab. Data was collected through a questionnaire. The items on job satisfaction were adapted from (Macdonald & MacIntyre, n.d.), while HPWS from(Liu et al., 2016) and Perceived Organizational Support items were adapted from (Cheng & O-Yang, 2018).

On the basis of data taken from the university employees, out of the population of 2063, a sample size of 324 is drawn.

Instrument and Measure

For the collection of data in this study, a survey research questionnaire approach was used. IBM SPSS Statistics 29.0.0.0(241) is used for the purpose of Data Analysis. Cronbach Alpha and Regression were calculated.

31-40	74	22.5 %
41-50	12	3.6 %
Designation		
Admin Officer	115	35%
Faculty Member	209	63.5%

Note: (n=324)

Reliability

Cronbach's alpha was calculated to assess the instrument's overall reliability. The computed values of Cronbach's Alpha for the 10 items of Job Satisfaction are 0.861, for the 4 items of Perceived

Organizational Support are 0.835, and for the 10 items of High-Performance Work Systems are 0.838. All three values are above the standard value proposed by (Nummally, 1978) of 0.70, demonstrating the validity of our instrument in identifying the factors and the suitability of the sample used for this study. Shown in Table 2.

Table 2. Sources and Reliability of Study Analysis

Section	Variable	No of Items	Reliability	Sources of scale
A	High Performance Work Systems	10	0.838	Adapted from(Liu et al., 2016)
B	Perceived Organizational Support	4	0.835	Adapted from(Cheng & O-Yang, 2018)
C	Job Satisfaction	10	0.861	Adapted from(Macdonald & MacIntyre, n.d.)

Regression Results

According to Table 3 regression results, there is a significant positive association between HPWS and JS, with (B=0.534) and (p 0.05) indicating that the High-Performance Work System contributes 53% to job satisfaction. According to Table 3, the dependent variable, JS, changed by 28.5% as a result of the independent variable, HPWS. This is indicated by the R-square value of 0.285. These findings back up and validate Hypothesis 1. Additionally, Table 3 shows that Hypothesis 2 results demonstrate that POS modifies the association between HPWS and JS. The finding

suggests that the presence of POS strengthens positive nexuses between HPWS and JS.

If perceived organizational support is present, the regression results indicate a substantial positive association between HPWS and JS with (B=0.668) and (p 0.05), indicating a 66.8% contribution of the High-Performance Work System to Job satisfaction. According to Table 3, the R-square value is 0.161, indicating a 16.1% change in the Dependent Variable, i.e. JS, results because of IV, i.e. HPWS, if the moderator POS is present.

Table 3. Results of Hypothesis Testing

Hypothesis	Beta	R Square Change	Significance	Decision
H1	HPWS→JS	0.534 -	0.001	Supported
H2	HPWS*POS→JS	0.668 0.161	0.001	Supported

Discussion

Stronger relationships between employees who carry out different responsibilities can boost organizational performance through high-performance work systems, a pathway that is anticipated to be particularly significant in environments where work is highly interconnected.

The objective of the study was to investigate the connection between High-Performance Work System and job satisfaction while emphasizing the moderating role of Perceived Organizational Support. The study was concentrated on staff members, i.e. faculty members and administrative staff of Bahawalpur's government and private universities. There is a strong relationship between High-Performance Work Systems and Job Satisfaction. Additionally, it was discovered via evaluating the moderating function of Perceived Organizational Support that at the university level, a High-Performance Work System is associated with employees' job satisfaction through their feeling of organizational support; Perceived Organizational Support appears to be a useful lens for employees to interpret their interactions with High-Performance Work System, making it a crucial factor in determining job satisfaction. Additionally, by examining the moderation effect, the study found that while employees from universities where organizational support was perceived to be higher than the average level were more satisfied, so were those from universities where organizational support was perceived to be lower than the average.

Future Research and Limitations

Only five Bahawalpur-based public and private universities are involved in the current study. As a result, it might be challenging to generalize this study's findings. To more accurately represent the public and private sector universities in Pakistan, more public and private universities, as well as other institutions, should be included in and outside of Bahawalpur for future research.

Conducting longitudinal data-based research is essential. Perhaps there is a causal relationship between the HPWS that employees sense and their degree of job satisfaction, given that better practices promote contentment and more contented workers may feel a higher level of HPWS.

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