

**Research Article**

**Do High Performance Work Practices Influence The Job Outcomes?  
Mediating Role of Organizational Commitment & Job Satisfaction:  
A Longitudinal Study**

**Aroosa Shazadi<sup>1</sup>, Shahid Nadeem<sup>2</sup>,  
Qasim Ali Nisar<sup>3</sup> and Muhammad Azeem<sup>4</sup>**

<sup>1</sup>MBA, Department of Management Sciences,  
University of Sargodha Gujranwala Campus, Pakistan

<sup>2</sup>PhD Candidate, College of Law, Government and International Studies ,  
Universiti Utara Malaysia

<sup>3</sup>PhDCandidate, College of Business, School of Business Management,  
Universiti Utara Malaysia,

<sup>4</sup>PhD Scholar, School of Technology Management and Logistics,  
Universiti Utara Malaysia

**ABSTRACT**

The purpose of current study is to investigate the relationship between HPWPs (Training, servant leadership, and supportive management) and Job performance by considering the mediating role of organizational commitment and job satisfaction. Study is descriptive, quantitative, and longitudinal in nature. Data have been collected two times by applying simple random sampling technique from nursing staff at health sector. Confirmatory factor analysis proved validity of under study variables. By Applying Structure equation modeling, findings revealed that HPWP<sub>s</sub>(Training, supportive management, servant leadership) have significant and positive effect on job performance ( $T_1=0.39$ ;  $T_2=0.41$ ). Path analysis also proved that organizational commitment and job satisfaction significantly and partially mediate the relationship between HPWP<sub>s</sub> and Job performance in t1 & t2. As study is longitudinal in nature, therefore it measures the change in behaviors with the passage of time and results enlightened that relationships become more significant in t2 as compare to t1. This study gives deep understanding to organizations regarding the crucial role of high performance work practices in organization to improve the employees' performance, satisfaction and commitment.

**Key Words:** *High performance work practices HPWPs, Training, Servant leadership, Supportive management, Organizational Commitment, Job satisfaction and Job performance.*

**JEL Codes:** M, M10, M12, M19

**INTRODUCTION:**

The upward economy and globalization drive firms in competitive environment to maintain their reputation and enhance organizational performance (Cappelli & Neumark, 2001). The traditional human resource management practices cannot satisfy the employees and incapable the firm to struggle in global environment. Now the firms are looking for a

system which can convince their employees to boost retention, organization commitment and can add in organizational vital objectives that is organizational productivity and performance. Researchers pointed out that high performance work practices support to polish employees' productive (Barney, 1995). Due to not having well trained labor force, firms lose their

capability to compete both internationally and nationally due to which they suffer in rapid growing environment (Tomaka, 2001). Furthermore, organizational commitment can be enhanced by committing the morals of employees first by providing them proper training, supportive management, servant leadership, promotion and benefits. If people are committed with their firms they will execute their job healthy and the ultimately firm's performance will be better (Tomaka, 2001).

The purpose of current study is to examine the effect of high performance work practices on job performance by considering the mediating role of job satisfaction and organization commitment in health sector (Nurses). Nurses are essential part of healthcare relief system of any society. In the hospital care system nurses are usually the first who care a patient and have the most dealings with the patient; therefore it is integral part for the smooth operation of a hospital that there must be highly qualified, efficient as well as more committed and satisfied nursing staff. Previous studies almost ignored the mediating role of organizational commitment and job satisfaction in their studies regarding HPWPs. Moreover, researcher paid less attention to the health sector to examine the role of HPWPs towards job outcomes.

## **Literature Review**

### **High Performance Work Practices**

High performance work practices carefully developed and implemented in a way that competitor couldn't easily adopt it (Peteraf, 1993). Therefore it was proposed that adoption of work practices are appropriately developed can be a significant source of persistent competitive advantage (Lado & Wilson, 1994; Wright et al., 1994; Pfeffer, 1994). High performance work practices include training and development, supportive management, servant leadership and many other factors (Lado & Wilson, 1994; Hassan et al. 2013). In addition, investment in training boosts employee morale and enhances the performance of the employees (Bartel, 1994). Moreover, supportive management is the behavior which focuses on the comfort of employees and has a deep

concern for the requirements, preferences and satisfaction of the employees (House, 1971). Similarly, a servant leader is an individual with a brawny wish to serve beside with brawny ability to lead (Greenleaf, 1977). Servant leaders set service standards by their personal behavior and management styles and actively engaged in serving, assisting and gathering the needs of employees inside the work setting (James, 2005; Lytle & Timmermen, 2006).

### **HPWPs and Job performance**

The findings of previous studies showed the positive and significant relationship between HPWPs and job performance (Hassan et al., 2013). Similarly in another study (Karatepe et al., 2014) suggested that indicators of high performance work practices mutually persuade the performance. Moreover studies have attempted to blend the literature by the use of narrative analysis. Numerous conclude that there is a support of published material for the perception of HPWPs absolutely effect the performance of the organizations (Wright & Bsowell, 2002; Becker & Huselid, 1998)

Similarly the results showed that job performance is influenced by the three variables of training i.e. attitude, service delivery and job satisfaction (Sila, 2014). Thus it is proposed that specific training had a more impact on the job performance with compare to general training (Barrett & O'Connell, 1998). Moreover previous studies also proposed that if managers grant a supportive atmosphere for employees, in that case employees formulate extra effort to accomplished organizational goals (Zangaro, 2001; Giffords, 2009). Similarly it is proved that job performance can be increased by the supervisor support (Gupta & Gupta & Govindarajan, 2000; Ismail, 2007). Furthermore it is claimed that servant leadership has the power to enhance the organizational productivity and performance (Joseph & Winston, 2005). Similarly, Yukl, (2010) in his study proposed that it is a relational-based approach to leadership and this approach have been originate to influence additional positive outcomes such as better employee performance and condensed employee turnover. Above

literature proved that different HPWPs significantly influence the employees' job performance, therefore following hypothesis has been developed in the light of above mentioned literature.

***H1: There is a significant and positive relationship between High Performance Work Practices and job performance.***

### **Mediating Role of Job Satisfaction**

Previous studies proposed that the relationship of HPWP and job performance particularly mediated by the job satisfaction and its enlightened that job satisfaction significantly and partially mediates the relationship between high performance work practices and job performance (Hassan et al. 2013). Furthermore another study concluded that job satisfaction and organizational commitment positively influenced by the High performance work practices and they mediate its relationship with performance (Mao, Song & Han, 2013). Similarly (Lee & Peccei, 2006) also argued that if employees are competent to observe as they actually are – inclusive of comprehensive training the employees will feel that our organization invest more in them, and more opportunities provide them and they believe that they are more supported by their firms which results greater the effective commitment with the organization and job satisfaction.

As (Jones et al., 2008) argued that training is positively and significantly allied with the job satisfaction. In addition, it is found that there is strong relationship between supportive management and job satisfaction (Griffon et al., 2001). Previous studies (Jaramillo et al., 2005; Toch, 2002) proposed that increase in job stress and decrease in job satisfaction is due to the lack of management support. Therefore many research findings reveal that job satisfaction strongly related to the social support impending from the management (Pienaar et al., 2007). Moreover it is statistically examined that there is a positive relationship between servant leadership and job satisfaction (Rude, 2004) as it is originated that servant leadership contributed to satisfied employees (Guillaume, Honeycutt, & Savage-Austin, 2012). Moreover, relationship

between job satisfaction and job performance has been tested by different studies (Babakus et al., 2003; Hassan et al., 2013; Ahmad et al., 2014). In addition, Hassan et al. (2013) examined the mediating role of job satisfaction between the relationship of HPWPs and outcomes, therefore following hypothesis is proposed:

***H2: Job Satisfaction significantly mediate the relationship between high performance work practices and job performance***

### **Mediating Role of Organizational Commitment**

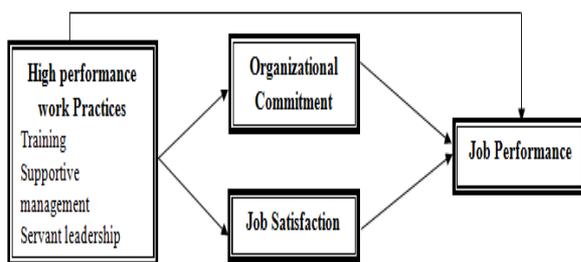
Organizational commitment is the degree of employee's willingness to put forth their effort for the organization accomplishment and the degree of fit between the employees and organizational values (Mowday, 1979). In addition, Bashir et al. (2011) examined that high performance work practices have significant and positive relationship with organizational commitment. Furthermore a descriptive evidence supported that employees are more committed who involved in the high performance work practices (Cristini, 2011). Studies also showed that training optimistically associated with the effective and normative components of commitment (Bartlett & Kang, 2004). Similarly, training has the positive impact on the employee commitment towards the organization (Owens, 2006). In addition Ogilvie (1986) proposed that supportive management actions honestly forced the commitment. Moreover in another research it is examined that both supervisor support and organizational support has the positive effective on the commitment of organization (Hutchison, 1986). Furthermore it is proposed that there is a positive relationship between servant leadership and organizational commitment (Jacobs, 2006; Van derendonck, 2010). Furthermore it is suggested that there is association between servant leadership and employee organizational commitment (Liden et al., 2008).

Previous research studies purported that organizational commitment has been positively associated with the job performance (Chughtai & Zafar, 2006; Chen et al., 2006; Khan et al., 2010). Similarly Khan (2010) also concluded that

all types of organizational commitment exposed positive relationship with job performance. Moreover (Ahmad et al., 2014) proved that there is positive and significant relationship between organizational commitment and job performance. Mao, Song and Han (2013) concluded that job satisfaction and organizational commitment positively influenced by the High performance work practices and they mediate its relationship with performance. Previous studies supported that organizational commitment significantly mediate the relationship between high performance work practices and employees job performance.

***H3: Organizational Commitment significantly mediates the relationship between high performance work practices and employees job performance.***

### Research model



### Methodology

Current study explores the relationship between high performance work practices and Job performance with mediating role of job satisfaction and employee commitment in health sector. Study is descriptive and longitudinal in nature as it also measures the differences in behavior and attitude of nurse's in hospitals with the passage of time.

### Questionnaire Design

To explore the relationship between HPWP<sub>s</sub> and organizational performance with the mediation of job satisfaction and organizational commitments survey method was used.

Questionnaire used in survey method. Questionnaire comprised of two sections. First section is based on the personal profile of the respondent including age, gender, education level, nature of employment, and length of service, which is measured by nominal scale. Second section deals with the under study variables. Simple random sampling has been used for data collection.

### Measures

To measure training 5 items scale was adopted (Rogg et al., 2001). Servant leadership was measured by using 6 item scale (Lytle et al., 1998). To collect data about supportive management 3 items scale was adopted (Bell et al., 2004). Job Satisfaction was measured with 5 items scale (Babin & Boles, 1998). Organizational Commitment was measured by using five items from (Mowday et al., 1979). Job performance was measured with 5 items scale (Babin & Boles, 1998).

### Demographics

Study conducted in health sector and target population includes all the nursing staff of hospitals in Gujranwala. Questionnaires floated in 18 hospitals. Out of 450 questionnaires only 430 were valid responded with 95% response rate. Mostly respondents were up to 25 whose percentage is 56%. Following to this 38%, 3% and 1% were age group of 26-45, 46-55, and age group 56+ respectively. Furthermore respondents were 48.2%, 25.9%, 25.9% belonged to Bachelors', Masters' and others category of educational level respectively. 46.8%, 43.7% and 8.9% respondents were doing their jobs as permanent employees, contractual employees and others respectively. 41.1% respondents have up to 1 year length of service and 33.5%, 13.3% and 12% respondents have 2-5 years, 5-10 years and more than 10 years length of service at visited hospitals of Gujranwala respectively.

**Results and Findings**

**Table 1**

|                  |                         | <b>Time1</b> |          |          |          |          |          |          |          |    |
|------------------|-------------------------|--------------|----------|----------|----------|----------|----------|----------|----------|----|
| <b>Construct</b> | <b>Mean</b>             | <b>SD</b>    | <b>α</b> | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> | <b>6</b> |    |
| 1                | Training                | 3.75         | 1.06     | .909     | ---      |          |          |          |          |    |
| 2                | Supportive Management   | 4.05         | .82      | .829     | .329**   | ---      |          |          |          |    |
| 3                | Servant Leadership      | 3.90         | .79      | .895     | .487**   | .608**   | ---      |          |          |    |
| 4                | Job Satisfaction        | 4.18         | .73      | .828     | .378**   | .667**   | .687**   | ---      |          |    |
| 5                | Organization Commitment | 4.10         | .736     | .854     | .271**   | .537**   | .562**   | .666**   | ---      |    |
| 6                | Job Performance         | 4.13         | .66      | .862     | .383**   | .395**   | .484**   | .404**   | .479**   | -- |

|                  |                         | <b>Time 2</b> |          |          |          |          |          |          |          |    |
|------------------|-------------------------|---------------|----------|----------|----------|----------|----------|----------|----------|----|
| <b>Construct</b> | <b>Mean</b>             | <b>SD</b>     | <b>α</b> | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> | <b>6</b> |    |
| 1                | Training                | 3.81          | 1.04     | .914     | ---      |          |          |          |          |    |
| 2                | Supportive Management   | 4.08          | .78      | .836     | .345**   | ---      |          |          |          |    |
| 3                | Servant Leadership      | 3.92          | .72      | .899     | .521**   | .614**   | ---      |          |          |    |
| 4                | Job Satisfaction        | 4.04          | .69      | .84      | .392**   | .646**   | .659**   | ---      |          |    |
| 5                | Organization Commitment | 4.18          | .78      | .868     | .362**   | .541**   | .592**   | .662**   | ---      |    |
| 6                | Job Performance         | 4.14          | .62      | .871     | .403**   | .437**   | .497**   | .472**   | .493**   | -- |

The above-mentioned tables are representing the descriptive statistics, Pearson correlation, and reliability between all understudies variables. All under studied variables positively and significantly correlated with each other in both times. The highest correlation existed between Servant leadership and job satisfaction in **Time 1** with value 0.687. It is shows that Servant leadership and Job satisfaction are positively associated with each other with a moderate standard deviation. In **Time 2** there is highest correlation between Job satisfaction and Organization commitment with the value of 0.662 which means that Job satisfaction and Organizational commitment positively related with each other with a reasonable standard deviation. All other variables named as training, supportive management, Job performance are optimistically correlated with each other in both **Time 1** and **Time 2**. The mean values are showing the tendency of responses that the majority of them are laid towards agreeableness. Results signify that alpha values for all variables are under acceptable range to demonstrate data reliability in both time periods. Results divulged that relationship among all variables became stronger with the passage of time which depicted that people became more optimistic about understudy variables in **time 2** data as compare to **time 1**.

**Factor Loadings**

**Table 2**

| <b>Time 1</b>   |           |            |            | <b>Time 2</b>   |           |            |            |
|-----------------|-----------|------------|------------|-----------------|-----------|------------|------------|
| <b>Items</b>    | <b>FL</b> | <b>AVE</b> | <b>CR</b>  | <b>Items</b>    | <b>FL</b> | <b>AVE</b> | <b>CR</b>  |
| <b>Training</b> |           | <b>.63</b> | <b>.81</b> | <b>Training</b> |           | <b>.64</b> | <b>.84</b> |
| T1              | .72       |            |            | T1              | .76       |            |            |
| T2              | .76       |            |            | T2              | .77       |            |            |

|                                |     |            |            |                                |     |            |            |
|--------------------------------|-----|------------|------------|--------------------------------|-----|------------|------------|
| T3                             | .72 |            |            | T3                             | .75 |            |            |
| T4                             | .63 |            |            | T4                             | .67 |            |            |
| T5                             | .92 |            |            | T5                             | .95 |            |            |
| <b>Supportive Management</b>   |     | <b>.65</b> | <b>.84</b> | <b>Supportive Management</b>   |     | <b>.68</b> | <b>.86</b> |
| SM1                            | .76 |            |            | SM1                            | .78 |            |            |
| SM2                            | .91 |            |            | SM2                            | .97 |            |            |
| SM3                            | .83 |            |            | SM3                            | .85 |            |            |
| <b>Servant Leadership</b>      |     | <b>.52</b> | <b>.81</b> | <b>Servant Leadership</b>      |     | <b>.54</b> | <b>.82</b> |
| SL1                            | .81 |            |            | SL1                            | .83 |            |            |
| SL2                            | .72 |            |            | SL2                            | .74 |            |            |
| SL3                            | .71 |            |            | SL3                            | .74 |            |            |
| SL4                            | .76 |            |            | SL4                            | .78 |            |            |
| SL5                            | .69 |            |            | SL5                            | .70 |            |            |
| SL6                            | .72 |            |            | SL6                            | .74 |            |            |
| <b>Job Satisfaction</b>        |     | <b>.62</b> | <b>.79</b> | <b>Job Satisfaction</b>        |     | <b>.57</b> | <b>.82</b> |
| JS1                            | .79 |            |            | JS1                            | .77 |            |            |
| JS2                            | .82 |            |            | JS2                            | .84 |            |            |
| JS3                            | .71 |            |            | JS3                            | .74 |            |            |
| JS4                            | .84 |            |            | JS4                            | .82 |            |            |
| JS5                            | .75 |            |            | JS5                            | .78 |            |            |
| <b>Organization Commitment</b> |     | <b>.63</b> | <b>.82</b> | <b>Organization Commitment</b> |     | <b>.65</b> | <b>.81</b> |
| OC1                            | .81 |            |            | OC1                            | .85 |            |            |
| OC2                            | .72 |            |            | OC2                            | .74 |            |            |
| OC3                            | .83 |            |            | OC3                            | .87 |            |            |
| OC4                            | .93 |            |            | OC4                            | .92 |            |            |
| OC5                            | .82 |            |            | OC5                            | .88 |            |            |
| <b>Job performance</b>         |     | <b>.55</b> | <b>.84</b> | <b>Job performance</b>         |     | <b>.59</b> | <b>.85</b> |
| JP1                            | .88 |            |            | JP1                            | .89 |            |            |
| JP2                            | .75 |            |            | JP2                            | .76 |            |            |
| JP3                            | .89 |            |            | JP3                            | .90 |            |            |
| JP4                            | .90 |            |            | JP4                            | .89 |            |            |
| JP5                            | .87 |            |            | JP5                            | .88 |            |            |

The measurement model has been drawn to carry out the Confirmatory Factor Analysis. **Table 2** illustrates the CFA Model. Factor loadings must be greater than 0.7 and it is obvious from results that almost all factor loadings are greater than 0.7. AVE must be greater than 0.5 and CR must be greater than 0.8. Values for our model are within acceptable range, enlightening that model has discriminant validity and reliable.

### Fit Indices for CFA & SEM

**Table 3**

| Fit Indices | Time1 |      | Time2 |      |
|-------------|-------|------|-------|------|
|             | CFA   | SEM  | CFA   | SEM  |
| Cmin/df     | 3.04  | 3.01 | 3.05  | 3.01 |
| GFI         | 0.93  | 0.93 | 0.94  | 0.94 |
| AGFI        | 0.81  | 0.81 | 0.84  | 0.83 |
| CFI         | 0.94  | 0.94 | 0.95  | 0.93 |
| RMSEA       | 0.07  | 0.06 | 0.07  | 0.05 |

**Table 3** is representing the model fitness from CFA and SEM dimensions. Goodness of fit index is given at the first place which represents the variance covariance matrix and as its value is greater than 0.90 it is declaring a good fit of the model. AGFI is adjusted GFI whose value is greater than 0.8, CFI is representing the comparative fit index which is viewing more pragmatic values that are proving that model is near to absolute fit due to greater than 0.9 values. RMSEA is root mean square error of approximation whose value is lesser than 0.10. Values both in time 1 and 2 are within acceptable range. The results also indicate that the model is more fitted in time 2 as compared to time 1 because in time 2 values are more fitted of under studied variables.

**SEM Path Analysis**

**Table 4**

**Time 1**

| Relations   | Direct Effects | Indirect Effects | Total Effects |
|---|----------------|------------------|---------------|
| Job Performance <-- Job Satisfaction <-- High performance Work Practices          | .41*           | .33*             | .49*          |
| Job Performance <-- Organizational Commitment <-- High performance Work Practices | .38*           | .31*             | .43*          |

\* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < 0.001$

**Time 2**

| Relations   | Direct Effects | Indirect Effects | Total Effects |
|---|----------------|------------------|---------------|
| Job Performance <-- Job Satisfaction <-- High performance Work Practices          | .39*           | .33*             | .45*          |
| Job Performance <-- Organizational Commitment <-- High performance Work Practices | .41*           | .30*             | .48*          |

\* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < 0.001$

**Table 4** is depicting path analysis. The direct effect of high performance work practices with job performance is valued at ( $T_1=0.39$ ;  $T_2=0.41$ ,  $P < 0.05$ ) indicating positive relationship, while the total effect valued at ( $T_1=0.45$ ;  $T_2=0.49$ ,  $P < 0.05$ ). Findings reveal that job satisfaction significantly and partially mediates the relationship between HPWP and Job performance in time 1 and time 2 and supports to H2. These findings show that HPWP strongly influence the job performance in the presence of job satisfaction. In time 2 these relationships become more significant which show the positive change in behaviors with the passage of time. Furthermore results also indicate that high performance work practices significantly and positively relate with job performance ( $T_1=0.41$ ;  $T_2=0.38$ ) while the total effect is valued at ( $T_1=0.48$ ;  $T_2=0.43$ ). As total effect is significant and greater it indicates the significant mediation of organizational commitment between HPWP and Job performance in time 1 and time 2 and

these figures support to H3. Results in time 2 as compared to time 1 are stronger and more positive indicating that attitude of people changed positively and their understanding increased over time.

**DISCUSSION AND CONCLUSION**

The core purpose of this study is to explore the relationship between high performance work practices and job performance and also verify the mediating role of the organizational commitment and job satisfaction and furthermore to measuring the behavioral change after a period of time. It is proved that there is a significant and positive relationship among High Performance Work Practices and job performance and supported to H1. Training, supportive management, and servant leadership has significant and positive relationship among Job performance. These results are aligned by previous studies (Wright & Boswell, 2002; Karatepe et al. 2014; Hassan, Nawaz, Abbas, &

Sajid, 2013; Barrett & O'Connell, 1998; Gupta & Govindarajan, 2000; Ismail, 2007; Joseph & Winston, 2005). Therefore it depicted that HPWP, Training, supportive management and servant leadership positively and significantly affect the Job Satisfaction and these findings backed by previous studies (Hassan et al. 2013; Mao, Song. & Han, 2013; Jones et al., 2008; Pienaar, et al., 2007; Rude, 2004).

Furthermore results of this study summed up that there is a significant positive relationship between High Performance Work Practices, training, supportive management, servant leadership and Organizational Commitment. These relationship aligned by the previous studies researchers (Bashir et al. 2011; Patrick Owens, 2006; Bartlett, 2004; Ogilvie, 1986; Hutchison, 1986; Jacobs, 2006; Van derendonck, 2010; Liden et al., 2008). Moreover it is divulged that there is significant positive relationship between Job satisfaction Organizational commitment and Job performance and aligned by different studies (Babakus et al. 2003; Ahmad et al., 2014; Kornhanuser & Sharp 1976; Carroll, Watson & Keflas, 1964; Chughtai & Zafar, 2006; Chen et al., 2006; Khan et al., 2010). Moreover results also enlightened that Job satisfaction and organizational commitment significantly and partially mediates the relationship between HPWP<sub>s</sub> and job performance and supported to H3 and supported by the previous studies (Cappelli & Neumark, 2001; Barney, 1995; Sung et al., 2005; House, 1971; Kahn et al. 1964). All the hypotheses have been supported with previous studies and results of current study also proved all hypotheses in Time 1 and Time2. As study was longitudinal in nature therefore study measures the behavioral changes of participants in time 1 and time2. Findings depicted that relationship between variables become more significant with the passage of time. Therefore study concluded that HPWP<sub>s</sub> (Training, supportive management, servant leadership) have the significant positive effect on job performance. Moreover job satisfaction and organizational commitment significantly mediate the relationship between HPWPs and job performance.

### Limitation and future direction

Current study is descriptive, quantitative and longitudinal in nature other researcher who want to continue this study they will apply cross sectional, qualitative and mixed study. We did not attach the demographic with this paper. Our sample size is small and gap within data collection time period is only 4 month. More analysis would be apply on this model. Only three dimensions are taken of HPWP<sub>s</sub>.

Although study results are useful for HR department as HPWPs play significant role to boost up employees performance but there are some limitations of this study that needs to be addressed in future. Sample size of current study was small due to financial and non-financial constraints that lead to inaccurate results therefore findings of future studies can be more accurate and reliable by increasing sampling frame in future. Data were collected by applying simple random sampling technique and in future researchers can adopt other techniques of probability sampling to have clear picture. This study was descriptive, quantitative and longitudinal in nature and ignored the qualitative and mixed methodological approach. Further studies can use mixed and qualitative approach to improve the conceptual understanding of under study variables. Current study also ignored number of other variables, in future, researchers can add other mediating and moderating variables to have more refine picture for this model. In addition, researchers can replicate this study to another culture by concentrating on demographical factors.

### REFERENCE

1. Ahmad, N., Iqbal, N., Javed, K. and Hamad, N., 2014. Impact of organizational commitment and employee performance on the employee satisfaction. *International Journal of Learning, Teaching and Educational Research*, 1(1), pp.84-92.
2. Al-Qudah, M.K.M., Osman, A., Ab Halim, M.S. and Al-Shatanawi, H.A., 2014. The Effect of Human Resources Planning and Training and Development on Organizational Performance in the

- Government Sector in Jordan. *International Journal of Academic Research in Business and Social Sciences*, 4(4), p.79.
3. Armstrong, M., 2001. A Handbook of Human Resource Practice 8th Ed Kogan Page.
  4. Babakus, E., Yavas, U., Karatepe, O.M. and Avci, T., 2003. The effect of management commitment to service quality on employees' affective and performance outcomes. *Journal of the Academy of marketing Science*, 31(3), pp.272-286.
  5. Babin, B.J. and Boles, J.S., 1998. Employee behavior in a service environment: A model and test of potential differences between men and women. *The Journal of Marketing*, pp.77-91.
  6. Barney, J.B., 1995. Looking inside for competitive advantage. *The Academy of Management Executive*, 9(4), pp.49-61.
  7. Barrett, A. and O'Connell, P.J., 1997. *Does Training Generally Work? Measuring the Returns to In-Company Training* (No. WP087).
  8. Bartel, A.P., 1994. Productivity gains from the implementation of employee training programs. *Industrial relations: a journal of economy and society*, 33(4), pp.411-425.
  9. Bartlett, K. and Kang, D.S., 2004. Training and Organizational Commitment among Nurses in New Zealand and United States Public Hospitals Experiencing Industry and Organizational Change. *Online Submission*.
  10. Becker, B.E., Huselid, M.A., Pickus, P.S. and Spratt, M.F., 1997. HR as a source of shareholder value: Research and recommendations. *Human resource management*, 36(1), pp.39-47.
  11. Becker, B.E., Huselid, M.A., Becker, B.E. and Huselid, M.A., 1998. High performance work systems and firm performance: A synthesis of research and managerial implications. In *Research in personnel and human resource management*.
  12. Bell, S.J., Mengüç, B. and Stefani, S.L., 2004. When customers disappoint: A model of relational internal marketing and customer complaints. *Journal of the Academy of marketing science*, 32(2), pp.112-126.
  13. Borman, W.C. and Motowidlo, S.M., 1993. Expanding the criterion domain to include elements of contextual performance. *Personnel Selection in Organizations; San Francisco: Jossey-Bass*, p.71.
  14. Burke, J.M. and R.R. Day, 1986. A Cumulative Study of the Effectiveness of Managerial Training, *Journal of Applied Psychology*, 71: 232-245.
  15. Cappelli, P. and Neumark, D., 2001. Do "high-performance" work practices improve establishment-level outcomes?. *Industrial & Labor Relations Review*, 54(4), pp.737-775.
  16. Carroll, S., Keflas, R. and Watson, C., 1964. Job Satisfaction and Productivity. *Irwin: Illinois*.
  17. Chen, J.C., Silverthorne, C. and Hung, J.Y., 2006. Organization communication, job stress, organizational commitment, and job performance of accounting professionals in Taiwan and America. *Leadership & organization Development journal*, 27(4), pp.242-249.
  18. Chughtai, A.A. and Zafar, S., 2006. Antecedents and consequences of organizational commitment among Pakistani university teachers.
  19. Cristini, A., 2011. *Employees' motivation and high performance workplace practices*. Mimeo, University of Bergamo.
  20. Delery, J.E. and Shaw, J.D., 2001. The strategic management of people in work organizations: Review, synthesis, and extension.
  21. Bettencourt, L.A., 1997. Customer voluntary performance: Customers as partners in service delivery. *Journal of retailing*, 73(3), pp.383-406.
  22. Giffords, E.D., 2009. An examination of organizational commitment and professional commitment and the relationship to work environment, demographic and organizational factors. *Journal of Social Work*.

23. Greenleaf, R.K. and Spears, L.C., 2002. *Servant leadership: A journey into the nature of legitimate power and greatness*. Paulist Press.
24. Griffin, M.A., Patterson, M.G. and West, M.A., 2001. Job satisfaction and teamwork: The role of supervisor support. *Journal of organizational behavior*, 22(5), pp.537-550.
25. Guillaume, O., Honeycutt, A. and Savage-Austin, A.R., 2012. The Impact Of Servant Leadership On Job Satisfaction.
26. Gunlu, E., Aksarayli, M. and Sahin Perçin, N., 2010. Job satisfaction and organizational commitment of hotel managers in Turkey. *International Journal of Contemporary Hospitality Management*, 22(5), pp.693-717.
27. Gupta, A.K. and Govindarajan, V., 2000. Knowledge flows within multinational corporations. *Strategic management journal*, 21(4), pp.473-496.
28. Hassan, M.U., Nawaz, M.S., Abbas, G. and Sajid, M.I., 2013. Impact of High Performance Work Practices on Employee Loyalty and Financial Performance through Mediation of Employee Satisfaction: An Empirical Evidence from the Financial Sector of Pakistan. *Middle-East Journal of Scientific Research*, 16(8), pp.1037-1046.
29. House, R.J., 1971. A path goal theory of leader effectiveness. *Administrative science quarterly*, pp.321-339.
30. Huselid, M.A., 1995. The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of management journal*, 38(3), pp.635-672.
31. Iden, L.M., 2014. *Job satisfaction and organizational commitment in multicultural work environments in Norway* (Doctoral dissertation, Norwegian School of Economics).
32. Imran, A., Ahmad, S., Nisar, A.Q. and Ahmad, U., 2014. Exploring relationship among rewards, recognition and employees' job satisfaction: A descriptive study on libraries in Pakistan. *Middle-East Journal of Scientific Research*, 21(9), pp.1533-1540.
33. Sung, J. and Ashton, D.N., 2005. *High Performance Work Practices: linking strategy and skills to performance outcomes*. London: Department of Trade and Industry.
34. Jacobs, G.A., 2006. Servant leadership and follower commitment. In *Proceedings of the 2006 Servant Leadership Research Roundtable*.
35. James, W., 2005. The impact of corporatisation and national competition policy: An exploratory study of organisational change and leadership style. *Leadership & Organization Development Journal*, 26(4), pp.289-309.
36. Jaramillo, F., Mulki, J.P. and Marshall, G.W., 2005. A meta-analysis of the relationship between organizational commitment and salesperson job performance: 25 years of research. *Journal of Business Research*, 58(6), pp.705-714.
37. Jones, L.W., Eves, N.D., Peterson, B.L., Garst, J., Crawford, J., West, M.J., Mabe, S., Harpole, D., Kraus, W.E. and Douglas, P.S., 2008. Safety and feasibility of aerobic training on cardiopulmonary function and quality of life in postsurgical nonsmall cell lung cancer patients. *Cancer*, 113(12), pp.3430-3439.
38. Kahn, R.L., Wolfe, D.M., Quinn, R.P., Snoek, J.D. and Rosenthal, R.A., 1964. Organizational stress: Studies in role conflict and ambiguity.
39. Karatepe, O.M., Beirami, E., Bouzari, M. and Safavi, H.P., 2014. Does work engagement mediate the effects of challenge stressors on job outcomes? Evidence from the hotel industry. *International Journal of Hospitality Management*, 36, pp.14-22.
40. Khan, M.R., 2010. The Impact of Organizational Commitment on Employees Job Performance: 'A Study of Oil and Gas Sector of Pakistan'.
41. Khan, M.R., Ziauddin, J.F. and Ramay, M.I., 2010. The impacts of organizational commitment on employee job

- performance. *European Journal of Social Sciences*, 15(3), pp.292-298.
42. Koch, M.J. and McGrath, R.G., 1996. Improving labor productivity: Human resource management policies do matter. *Strategic management journal*, 17(5), pp.335-354.
  43. Pushpakumari, M.D., 2008, January. The impact of job satisfaction on job performance: An empir
  44. Lado, A.A. and Wilson, M.C., 1994. Human resource systems and sustained competitive advantage: A competency-based perspective. *Academy of management review*, 19(4), pp.699-727.
  45. Lane, K.A., Esser, J., Holte, B. and McCusker, M.A., 2010. A study of nurse faculty job satisfaction in community colleges in Florida. *Teaching and Learning in Nursing*, 5(1), pp.16-26.
  46. Lee, J. and Peccei, R., 2007. Perceived organizational support and affective commitment: the mediating role of organization-based self-esteem in the context of job insecurity. *Journal of organizational behavior*, 28(6), pp.661-685.
  47. Liden, R.C., Wayne, S.J., Zhao, H. and Henderson, D., 2008. Servant leadership: Development of a multidimensional measure and multi-level assessment. *The leadership quarterly*, 19(2), pp.161-177.
  48. Lytle, R.S. and Timmerman, J.E., 2006. Service orientation and performance: an organizational perspective. *Journal of Services Marketing*, 20(2), pp.136-147.
  49. Lytle, R.S., Hom, P.W. and Mokwa, M.P., 1998. SERV\* OR: A managerial measure of organizational service-orientation. *Journal of Retailing*, 74(4), pp.455-489.
  50. Mao, N., Song, H. and Han, Y., 2013. High-performance work systems and influence processes on employees' attitudes: Perspectives from China. *International Journal of Manpower*, 34(7), pp.736-752.
  51. Mowday, R.T., Steers, R.M. and Porter, L.W., 1979. The measurement of organizational commitment. *Journal of vocational behavior*, 14(2), pp.224-247.
  52. Woodman, R.W., 1989. Organizational change and development: New arenas for inquiry and action. *Journal of Management*, 15(2), pp.205-228.
  53. Ogilvie, J.R., 1986. The role of human resource management practices in predicting organizational commitment. *Group & Organization Management*, 11(4), pp.335-359.
  54. Owens, P.L., 2006. One more reason not to cut your training budget: The relationship between training and organizational outcomes. *Public Personnel Management*, 35(2), pp.163-172.
  55. Peteraf, M.A., 1993. The cornerstones of competitive advantage: a resource-based view. *Strategic management journal*, 14(3), pp.179-191.
  56. Pfeffer, J., 1994. *Competitive advantage through people: Unleashing the power of the work force*. Harvard Business Press.
  57. Pienaar, J., Sieberhagen, C.F. and Mostert, K., 2007. Investigating turnover intentions by role overload, job satisfaction and social support moderation. *SA Journal of Industrial Psychology*, 33(2), pp.62-67.
  58. Reio, T.G. and Wiswell, A., 2000. Field investigation of the relationship among adult curiosity, workplace learning, and job performance. *Human Resource Development Quarterly*, 11(1), pp.5-30.
  59. Rogg, K.L., Schmidt, D.B., Shull, C. and Schmitt, N., 2001. Human resource practices, organizational climate, and customer satisfaction. *Journal of management*, 27(4), pp.431-449.
  60. Rowold, J. and Schlotz, W., 2009. Transformational and transactional leadership and followers' chronic stress. *Leadership Review*, 9(1), pp.35-48.
  61. Rowold, J. and Schlotz, W., 2009. Transformational and transactional leadership and followers' chronic stress. *Leadership Review*, 9(1), pp.35-48.
  62. Rude, W., 2004. *The connection between servant leadership and job*

- burnout(Doctoral dissertation, TRINITY WESTERN UNIVERSITY).
63. Sila, A.K., 2014. Relationship between training and performance: a case study of Kenyan women finance trust eastern Nyanza region, Kenya. *Eur. J. Bus. Soc. Sci*, 3(1), pp.95-117.
  64. Singh, J., 2000. Performance productivity and quality of frontline employees in service organizations. *Journal of marketing*, 64(2), pp.15-34.
  65. Syed, N. and Yan, L.X., 2012. INTERDISCIPLINARY JOURNAL OF CONTEMPORARY RESEARCH IN BUSINESS.
  66. Tabiu, A. and Nura, A.A., 2013. Assessing the effects of human resource management (HRM) practices on employee job performance: A study of usmanu danfodiyo university sokoto. *Journal of Business Studies Quarterly*, 5(2), p.247.
  67. Toch, H., 2002. *Stress in policing*. American Psychological Association.
  68. June, S. and Mahmood, R., 2011. The relationship between person-job fit and job performance: A study among the employees of the service sector SMEs in Malaysia. *International Journal of Business, humanities and technology*, 1(2), pp.95-105.
  69. Van Dierendonck, D., 2011. Servant leadership: A review and synthesis. *Journal of management*, 37(4), pp.1228-1261.
  70. Vidal, M.E.S., Valle, R.S. and Aragón, M.I.B., 2007. Antecedents of repatriates' job satisfaction and its influence on turnover intentions: Evidence from Spanish repatriated managers. *Journal of Business Research*, 60(12), pp.1272-1281.
  71. Watkins, K.E. and Marsick, V.J., 1993. *Sculpting the learning organization: Lessons in the art and science of systemic change*. Jossey-Bass Inc., 350 Sansome Street, San Francisco, CA 94104-1310.
  72. Wright, P.M. and Boswell, W.R., 2002. Desegregating HRM: A review and synthesis of micro and macro human resource management research. *Journal of management*, 28(3), pp.247-276.
  73. Wright, P.M., McMahan, G.C. and McWilliams, A., 1994. Human resources and sustained competitive advantage: a resource-based perspective. *International journal of human resource management*, 5(2), pp.301-326.
  74. Hoy, W.K. and Forsyth, P.B., 1986. *Effective supervision: Theory into practice*. New York: Random House.
  75. Zangaro, G.A., 2001, April. Organizational commitment: A concept analysis. In *Nursing forum* (Vol. 36, No. 2, pp. 14-21). Blackwell Publishing Ltd.