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**EXAMINING HUMAN RESOURCE PROFESSIONALS' EFFECTIVENESS
IN PAKISTAN'S TELCO COMPANIES**



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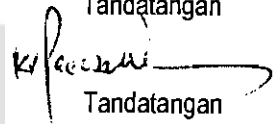
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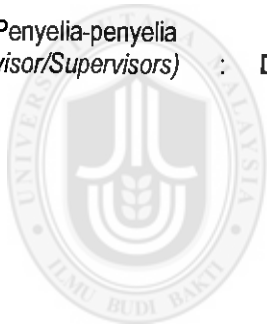


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ABSTRACT

The inevitability for HR professionals to perform at their best, being effective and efficient is very crucial in gaining sustainable competitive advantage in 21st century. Likewise, HR professionals have to successfully manage human resources, need personal credibility and business knowledge, understanding of the business strategies, adapting with technology changes and the ability to deliver HR services. Despite there being a substantial amount of discussion about HR professionals' effectiveness which is featuring massive challenges and opportunities, there is a paucity of information concerning the extent of this subject matter in Pakistan. Therefore, this study investigated the influence of human resource development and organizational culture on HR professionals' effectiveness in telecom sector of Pakistan. The other important aim of this study was to examine the moderating role of high performance work system between human resource development, organizational culture and HR professionals' effectiveness. The study deployed a mixed method research design consisting of qualitative and quantitative approaches. An initial research model was first developed based on an extensive literature review. The qualitative field study was then carried out to explore the perceptions of ten HR professionals to affirm the initial research model in phase one. The quantitative study tested the final proposed research model in phase two. The survey questionnaire was distributed to seventy five HR professionals of telecom firms and forty valid questionnaires were obtained which is 53.33% response rate. The qualitative findings have established the detailed research model of HR professionals' effectiveness. As the quantitative study has discovered the significant moderating effect of high performance work system in the relationship between human resource development, organizational culture and HR professionals' effectiveness. Finally, managerial, theoretical and methodological implications as well as direction for future research were discussed.

Keywords: HR professionals' effectiveness, human resource development, organizational culture, high performance work system, mixed-method research approach

ABSTRAK

Profesional HR tidak dapat mengelak daripada melakukan yang terbaik, cekap dan berkesan yang mana ia penting untuk mencapai kebolehsaingan yang mampan pada abad ke-21. Profesional HR juga perlu berjaya menguruskan sumber manusia, mempunyai kredibiliti peribadi dan pengetahuan perniagaan, pemahaman strategi perniagaan, menyesuaikan diri dengan perubahan teknologi serta berkeupayaan untuk menyampaikan perkhidmatan HR. Namun, terdapat perbincangan tentang keberkesanan profesional HR yang menampilkan cabaran yang besar dan peluang, namun terdapat kekurangan maklumat tentang sejauh mana perkara ini berlaku di Pakistan. Oleh itu, kajian ini dilaksanakan untuk mengkaji pengaruh pembangunan sumber manusia dan budaya organisasi ke atas keberkesanan profesional HR dalam sektor telekom di Pakistan. Matlamat penting dalam kajian ini adalah untuk mengkaji peranan yang sederhana dengan sistem kerja yang berprestasi tinggi antara pembangunan sumber manusia, budaya organisasi dan keberkesanan profesional HR. Kajian ini menggunakan reka bentuk kaedah penyelidikan yang bercampur, iaitu pendekatan kualitatif dan kuantitatif. Satu model kajian awal mula dibangunkan berdasarkan kajian literatur yang lepas. Kajian bidang kualitatif kemudian dijalankan untuk meneroka persepsi 10 profesional HR bagi mengesahkan model penyelidikan awal dalam fasa pertama. Kajian kuantitatif menguji model penyelidikan yang telah dicadangkan dalam fasa kedua. Kajian soal selidik telah diedarkan kepada 75 profesional HR firma telekom dan 40 soal selidik yang sah telah diperolehi, seterusnya menunjukkan kadar tindak balas sebanyak 53.33%. Hasil kajian kualitatif telah mengesahkan model penyelidikan terperinci tentang keberkesanan profesional HR. Kajian kuantitatif telah menemui kesan sederhana yang ketara antara sistem kerja yang berprestasi tinggi dalam hubungan antara pembangunan sumber manusia, budaya organisasi dan keberkesanan profesional HR. Akhir sekali, implikasi pengurusan, teori dan metodologi serta cadangan untuk penyelidikan masa hadapan telah dibincangkan.

Kata kunci: Keberkesanan profesional HR, pembangunan modal insan, budaya organisasi, sistem kerja berprestasi tinggi, penyelidikan kaedah campuran

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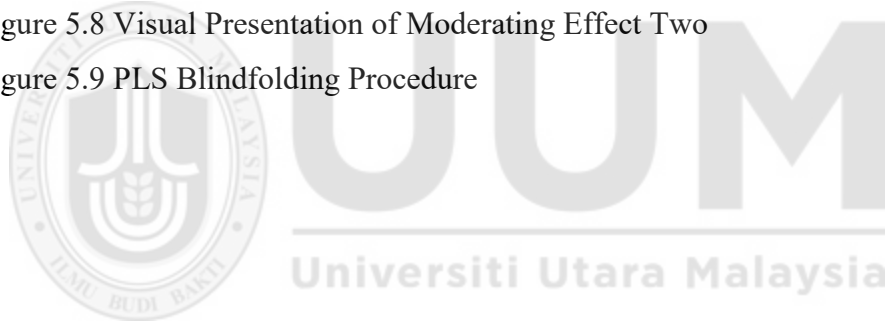
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LIST OF ABBREVIATIONS

Abbreviation	Description of Abbreviation
AVE	Average Variance Extracted
BMI	Business Monitor International
BRICS	Brazil, Russia, India, China, and South Africa
CB-SEM	Covariance-Based-Structural Equation Modelling
CR	Composite Reliability
DF	Degree of Freedom
DV	Dependent Variable
D-8	Developing-8
EIU	Economist Intelligence Unit
FATA	Federally Administered Tribal Areas
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GoF	Goodness-of-Fit
GoM	Goodness-of-Measure
GT	Goal Theory
HC	Human Capital
HCT	Human Capital Theory
HiPos	High Performer Employees
HPWS	High Performance Work System
HR	Human Resource
HRD	Human Resource Development
HRM	Human Resource Management
HRPE	Human Resource Professionals' Effectiveness
ICT	Information Communication and Technology
IT	Information Technology
IV	Independent Variable
KPIs	Key Performance Indicators

KPK	Khyber Pukhtoonkhwa
KSAOs	Knowledge, Skills, Abilities and Other Characteristics
M.Phil.	Masters of Philosophy
MS	Masters of Science
OC	Organizational Culture
OD	Organization Development
OECD	Organization for Economic Co-operation and Development
OYA	Othman Yeop Abdullah
PES	Pakistan Economic Survey
Ph.D	Doctorate of Philosophy
PKR	Pakistan Rupees
PLS	Partial Least Squares
PMS	Performance Management System
POS	Perceived Organizational Support
PTA	Pakistan Telecommunication Authority
PTML	Pakistan Telecommunication Mobile Limited
RB	Respondent Background
RBV	Resource Based View
SAARC	South Asian Association for Regional Co-operation
SD	Standard Deviation
SE	Standard Error
SEM	Structural Equation Modelling
SET	Social Exchange Theory
SHRM	Strategic Human Resource Management
SPSS	Statistical Package for Social Sciences
TI	Turnover Intention
UK	United Kingdom
US	United States
USD	United States Dollars
VIF	Variance Inflation Factor

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The first chapter discussed the background of the study and background of HRM in telecom sector of Pakistan. Further, it presented problem statement, which formed research objectives and research questions of the study. This is followed by the scope and significance of the study. Definition of key terms are also presented while chapter ends with the organization of the thesis.

1.2 Background of the Study

At the moment the industrial nations of the world are facing massive challenges and opportunities due to globalization (Fareed, Isa & Noor, 2016). Additionally, Ulrich, Allen, Brockbank, Younger and Nyman (2009) as cited in Ahmad, Sharif and Kausar (2015) highlighted that the business settings are rotating more and more explosive and competition is rising stronger every day. However, in such environment competent and capable managers are vital for the success of any organization in gaining and sustaining a competitive advantage (Kirwan & Birchall, 2006). To survive and successfully compete in such challenging and turbulent working environment, organizations must develop their employees who are highly motivated and who are willing to work effectively. In today's extremely aggressive environment, conventional sources of organizations' competitive advantage, such as technology, exclusive rights and economies of scale have been weakened by globalization and other environmental changes. As a replacement of such weaknesses, skilful, motivated, and flexible HR professionals can assist to broaden a company's sustainable and long

term competitive advantage (Fareed et al., 2016). Consequently, Ulrich (1997) as cited in Fareed et al. (2016) argued that managers are revolving to the human resource management (HRM) function to execute competitive strategy of the company. Becker and Huselid (1998) backed up this belief by stating that:

“We are living in an era where the business world has become a village and the business organizations are facing cutthroat competition from around the globe, in this intense environment one of a source of competitive advantage for any business is its human resources”.

Despite the fact that, Bhatti and Qureshi (2007) reiterated that one of the most important challenge in management has been implementing successful HR developing strategies to augment employees’ effectiveness along with organizational effectiveness. Consequently, since effective organizations are emphasizing on high performance, researchers in the discipline of HR have given emphasis to effective HR strategies such as developing HR to acquire, refine and reinforce employees’ skills and capabilities and creating organizational culture which promotes learning and development and participatory working environment. Contemporary measures of performance are mainly regulated by financial performance and productivity, frequently within a highly managerial standpoint (Guest, 1997). Conversely, this approach ignores the role and input of personnel in attaining organizational performance and fails to reflect on how employees’ distinguish HR practices (Guest, 1999).

Research that endeavours to inspect the correlation between HRM and performance can use one or several performance indicators. Dyer and Reeves (1995) anticipated four categories of measuring performance. Primarily, employee’ consequences deal with the outputs of the practices on employees, for instance;

employees' attitudes and behaviours, predominantly behaviours such as employees' effectiveness. Further, organizational results spotlight on operational measures of performance, for example; productivity, quality, reduction, and profitability. Financial outcomes refer to the actual financial performance measures and include expenses, revenues and profitability. Lastly, market-based outcomes reflect how the financial markets value a firm, mostly stock price or variations of it. In comprehension of the several indicators used in performance, employees' effectiveness is the most neglected indicator which has not been studied frequently. However, this research study dwelled on HR professionals' effectiveness. For most of the researches, focus is financial performance; however there was a need for a balanced approach that considers non-financial measures as well (Mutua, Karanja & Namusonge, 2012) such as HR professionals' effectiveness.

Moreover, Budhwar (2001) have found that HRM is in its immaturity stage in South Asia, as he revealed that there is a strong call for Indian HR managers to stress on issues linked to HR professional's performance. Whereas, Nanayakka (2003) originated that in Sri Lanka the overall HR performance is underneath then expected levels and the HR strategy. According to Siddiquee (2003) a considerable prominence is needed on HR effectiveness in Bangladesh. Consequently, amount of studies to examine the HR performance association with employees' behaviour in developing countries like Pakistan is very limited (Shahzad, Bashir & Ramay, 2008). And that is why Aycan, Kanungo, Mendonca, Yu, Deller, Stahl and Kurshid (2000) labelled Pakistan as "under-research" country in the field of HRM and more specifically in HR professionals' effectiveness as proposed by Ahmad et al., (2012). Based on above

stated researches in South Asian region and precisely in Pakistan, it is revealed that there is a strong need to study HR professionals' effectiveness.

1.3 Background of HRM in the Telecom Sector of Pakistan

During the last decade, the global telecom sector has continued to grow, mainly because of technological progressions and rising trends of customization smart phone adoption. In the similar fashion, telecom sector of Pakistan has developed also primarily as a result of trade and investment liberalization, favourable policies and strong rivalry. Moreover, Government of Pakistan has similarly supported the Pakistan telecom sector by way of tax reliefs, import duties in addition to regulatory charges on the import of mobile phones (Imtiaz, Khan, & Shakir, 2015). Fast expansion and aggressive rivalry in the telecom sector is having a reflective consequence on how industry providers ought to cope with their strategies to fascinate and most importantly please and preserve their valuable employees. Since, previous studies underlined that HR professionals can add value more effectively to organization's development by sustaining or enhancing its competitive advantage. It is the HR professionals who construct the substantial and intellectual investment prolific and fruitful (Singh, Darwish, Costa & Anderson, 2012).

In the current scenario evaluating HR performance became very important despite the fact that those companies which are managing their HR professionals effectively and efficiently hold sustainable advantage over their competitors. However, Balagam and Fariduddin (2008) have highlighted some of the issues in telecom industry, such as; staffing planning, performance management, training & development, compensation & reward, demand and supply gap, integration of HR

strategies by way of business strategies, reassuring quality and customer focus, up-gradation of skills by training, skill acquisition and retention.

Malik et al., (2012) have studied issues related to recruitment in telecom sector of Pakistan. They have identified that environment, reference, selection standard, discrimination as well culture is among those issues and problems which have affected the recruitment process in the sector. But among all those issues discrimination is a major issue which affects while recruiting the employees. Furthermore they differentiated the issues according to private or public sector as they suggested environment and reference are the major issues in public sector while prejudice and selection standards are key issues in private sector in Pakistan. They recommended that telecom sector should emphasize on these issues to select an applicant who is talented, eligible, competent and utmost appropriate for the position as they want to hire right person for right job at right time which maximizes the effectiveness of HR professionals and overall organization.

Additionally, researchers have studied issue of customer retention in telecom sector of Pakistan such as (Ali et al., 2010; Hussain, Tsironis, & Ajmal, 2011). They highlighted the perennial issue of intense competition in telecom sector since global companies started to capture market share while local companies are trying to retain their existing customers. However, due to the intense competition in telecom sector, organizations are setting extra burden on employees in sequence to strive each other as well as challenging demands, thrilling workloads in addition to physical working environments that cause job stress and which ultimately leads to decreased job

satisfaction (Mansoor, Fida, Nasir & Ahmad, 2011). On the other hand, it became more difficult for customers to choose best fit service provider on the basis of their products.

Various researchers in the past have associated consumer preservation with sustainable financial performance, for example (Fornell & Wernerfelt, 1987; Reichheld & Sasser, 1990). These circumstances illustrate the significance of HR department and their role in the sector as research shows that extremely encouraged employees work extra efficiently and contribute to additional productivity, in addition to that their devotion to continuous improvement and quality enhance productivity of the organization (Corts, 1992). In this scenario, customer satisfaction turned out to be a major issue for the companies by exploring customers' requirements through identifying customers' needs. Conversely, Balagam and Fariduddin (2008) revealed that telecom sector of Pakistan has not yet positioned their focus on HR professionals and they are not recognizing the significance of HR professionals as strategic partner of the organizations. While some of the leading American firms have positioned issues related to HR at the centre of their strategic mission and vision (Schuler, 1990; Ulrich & Lake, 1991). However, it is important to deal with HR issues for any organization in order to accomplish its strategic objectives and achieve competitive advantage.

Another very important issue of turnover in telecom industry had been studied by Abdullah (2006) which later supported by (Rana, Salaria, Herani, & Amin, 2009; Hussain & Asif, 2012). They proposed in their study organizations are required to emphasize on how to develop better salary plan and minimize anxiety in the workplace along with fringe benefits. Further, Rana et al. (2009) argued if staff willingly leaves the organization, it is an immense failure for the telecom industry. It is costly to hire,

train, and "bring up to speed" new replacements. Employee turnover is a global phenomenon. In this rapid economic development, varying socioeconomic factors, vibrant labour markets and hyperactive macro-environmental factors, every organization counters the problem of employee turnover. No business would be able to enjoy and sustain the success until it deals with this turnover problem efficiently and successfully. Therefore it is important to recognize the background of turnover intent of employees prior they decide to quit. Hussain and Asif (2012) have found in their study factors such as high job opportunity, effortlessness of job switching and huge demand of skilled professionals has originated turnover as most important problem in the telecom sector of Pakistan.

From the advent of 21st century, last few years are the record hostile era for the telecom sector of Pakistan for keeping their employees (Shoaib, Noor, Tirmizi, & Bashir, 2009). Beyond numerous predictors, turnover intension is found to be the most resilient predictor (Griffeth et al, 2000) which indicates that an individual willingly resigns from his job because of too much of workload and lack of perceived organizational support (POS) that eventually can start an advancement of job dissatisfaction, turnover intention (TI) and in conclusion turnover (Tett & Meyer, 1993). Nowadays telecom companies are extremely watchful about the HR policies and there is an immense importance on using the human resource proficiently not only to enhance the productivity but also to get the competitive advantage. As per the role of the telecom personnel is growing enormously, hence, it is remarkably essential for the HR executives to understand the HR professionals' needs and make them satisfied

through high involvement systems and developing their knowledge, skills, and capabilities.

Bukhari (2008) underlined the fact that HRM as a system is a new phenomenon in the Pakistani business environment. Though, extensive research has been done on the link between HRM and employee behaviour in the US, UK and other western developed countries, but they ignored the case of developing countries similar to Pakistan (Khan & Afzal, 2011; Khan et al., 2011; Khilji & Wang, 2006). Numerous authors highlighted that research needs to be conducted in others contexts (Ericksen & Dyer, 2005; Wright et al., 2005). Exceptionally insufficient work is done on the area of HRM including HR professionals' effectiveness in Pakistan because of partial data accessibility. One could find many studies in this area in other contexts but when we talk about Pakistan, we are at the deep end of the research resources. The fact that employees are emerging important to strategic decision-making appears rationally indisputable even in Pakistani setting.

In Pakistan HR professionals are still fronting challenges to prove their added value to the organizational performance; however, they are still justifying the reasons for their survival within their organizations. Conceivably one of the reasons that HR department has not been more flourishing in communicating the significance of what they do is because they are likely not to express it in economic terms. However, one cannot contradict the truth that rationally, by examining the by realistically examining the optimum HR practices, an individual, team or even an organization may speed up its own progress and improvement (Bhatti et al., 2007).

Since the beginning of 21st century, government of Pakistan is attempting to create feasible environment for corporate sector to bring investment and for inclusive improvement of economy because organizations from several industries are constructing an important role in the economic development of Pakistan, such as; telecom, banking and oil & gas sector as highlighted by Bhatti et al. (2007). Study conducted by Malik, Ghafoor and Naseer (2011) on ‘Organizational Effectiveness’ revealed that there is a significant relationship between employees’ performance/effectiveness and employees’ motivation with organizational effectiveness. They found that there is a relationship among these variables but strong relationship does not exist. Furthermore, they have suggested both (telecom and banking) sectors must provide an appropriate attention to their workforce concerning employees’ motivation and employees’ performance as they highlighted:

“Happy employees are more productive rather than productive employees are happier. Employees of both sectors should be considered as asset of their respective organization”.

(Malik et al., 2011)

Earlier, Datta, Guthrie and Wright (2003) claimed that adoption of optimum HR practices have shown a robust relationship with firm’s productivity in high progressive industries. By considering the marvellous growth in the telecom sector, it is common that the telecom firms are fronting the challenges of lack of highly trained workforce. As highlighted by Hussain and Asif (2012) the role of the telecom personnel is growing enormously. However, employee effectiveness is a serious issue for telecom companies since companies are trying to attract highly skilled employee. Old-fashioned Pakistani organizations have been criticised for their inactiveness, bureaucratic and hierarchical cultures, which is resulting in high turnover and low

organizational commitment (Khilji, 2002), which leads to insignificant effectiveness of their employees. In the same study, it has also been established that managers are prepared to move from customary organizational cultures and practices, in spite of the fact that not all of the organizations are prepared for it. One of the reasons is likely to be the ineffectiveness of HR of low quality of Pakistani organizations. However, the importance of telecom sector in the economy of Pakistan presently and in the days to come motivated the researcher to choose this sector as a platform for this research.

1.4 Problem Statement

Previous studies on HR professionals have identified many issues related to human resources which are due to HR professionals are weak in performing their roles, duties and responsibilities particularly in Pakistan, such as; inefficiency of HR professionals (Ahmad, Sharif & Kausar, 2012; Balagam & Fariduddin, 2008; Mangi, Jhatial, Shah, & Ghumro, 2012) and developing HR professionals' skills and abilities (Halepota & Shah, 2011). The reflection of weakness of the HR professionals' traits and competencies in Pakistan have also been witnessed and anticipated as an obstruction to organizational effectiveness (Ahmad, Sharif & Kausar, 2014). HR professionals are not skilful to advance or execute good HR practices which ultimately lead to dissatisfaction of employees and eventually they are incompetent to execute what is estimated from them (Mangi et al., 2012). As a result, the effectiveness of the HR professionals is very much under inspection (Sultan, Wajid, Omar, Waseem & Rustam, 2012). Besides, there are some other issues which are due to HR professionals being weak in performing their roles and responsibilities effectively and efficiently, for instance; job stress (Mansoor et al., 2011) employee turnover (Hussain & Asif,

2012; Rana et al., 2009) and insignificance of HR professionals as business partners (Balagam & Fariduddin, 2008).

Earlier researchers argued that HR professionals are responsible for the human side of business, they need to have good professional skills (Ahmad et al., 2014; Halepota & Shah, 2011). HR professionals are also responsible for employees' performance because they are involved in recruitment, retention and recompense process (Ahmad et al., 2012; Shahzad et al., 2008). However, not much attention has been given on the issue of HR professionals' effectiveness in the telecom sector of Pakistan considering the contribution of the sector in country's GDP (8.5%) (Pakistan Economic Survey, 2013-2014) and also the significance of the sector as engine of the economy (PTA, 2011-2012). Consequently, Balagam and Fariduddin (2008) revealed that telecom sector of Pakistan has not yet positioned their focus on HR professionals and they are not recognizing the significance of HR professionals as strategic partner of the organizations. They have stated:

“Very few IT companies have shown importance to HR, as they have only few people in their HR department. Majority of the IT firms doesn't have a formal and dedicated HR department and thus, HR people are not playing any strategic role in the organization”.

(Balagam & Fariduddin, 2008)

The role of HR has turned to be more centralized in the organization since HR professionals have become strategic partners due to their skills and capabilities. Nevertheless, it is a fact that HR is not a part of overall strategic planning in Pakistan. In view of that, Sultan et al., (2012) highlighted that the effectiveness of the HR professionals is very much under inspection. However, previous studies underlined that HR professionals can add value more effectively to organization's development

by sustaining or enhancing its competitive advantage (Ahmad et al., 2012; Singh et al., 2012). Consequently, the need to study HR professionals' effectiveness in the context of telecom sector of Pakistan has risen (Balagam & Fariduddin, 2008). Indeed, it has formed an extensive gap, which requires to be covered by the current and upcoming studies.

Zahoor, Ijaz and Muzammil (2015) proposed that telecom firms need right people for the right job for sustaining competitive advantage especially in growing market currently. Moreover, to attract, retain and add to shareholder value HR professionals of telecom firms are required to perform ground-breaking HR practices. In addition, they suggested that telecom sector will be inspired to invest more on its employees in an innovative manner if practitioners and scholars can demonstrate the significance of an HR system for extensive HR practices to enhance employees' effectiveness. They have also highlighted the issue that in developing nations like Pakistan the role of HR is evident only in such organizations which are knowledge based and technology intensive organizations. Additionally, scholars have emphasized that in Pakistan human resource department is still justifying the reasons of their existence in the organizations (Bhatti et al., 2007). This might be due to HR professionals are lack in core competencies 'knowledge, skills and abilities' to demonstrate the importance of abundantly purposeful HRM practices. Despite the fact, researchers contended that knowledge, skills, and capabilities of professionals, who develop and implement HRM practices have not been carefully studied within Asian region (Han *at al.*, 2006).

Although, some of the studies have established the argument that organizational culture have an influence on employees' attitudes (Saeed & Hassan, 2000; Wagner, 1995) which ultimately impact employees' effectiveness. Yet, understanding organizational culture and its impact on employee behaviour is still at its infancy stage in South Asia. For instance, Uddin et al. (2013) underlined that there is no empirical research conducted to understand the influence of organizational culture on employees' performance particularly in emerging economies perspective like Bangladesh even though culture has a tremendous positive impact on employees' performance (Sadri & Lees, 2001). Meanwhile, multinational companies are spreading their operations in developing countries (Uddin et al., 2013) similar to telecom firms of Pakistan since past two decades. However, it was crucial to study how organizational culture can shape HR professionals' effectiveness in telecom sector of Pakistan.

Bukhari (2008) underlined the fact that HRM as a system is a new phenomenon in the Pakistani business environment which has not yet been successfully implemented in Pakistan. Although, Ryu and Kim (2013) underlined that high performance work system should be tested as moderating mechanism in upcoming studies with the relation of HR professionals' effectiveness as they argue that HR by first-line managers has a positive influence on HR professionals' effectiveness, nonetheless, this link is moderated by high performance work system. Since high performance work system has a marvellous influence on HR professionals' effectiveness, consequently, the significance of testing high performance work system has increased in moderating mechanism.

The amount of research to test the HR performance association with employee behaviours such as ‘HR professionals’ effectiveness’ in developing countries like Pakistan is very limited (Shahzad et al., 2008). Exceptionally insufficient work is done in the area of HR in Pakistan due to limited data availability (Bhatti et al., 2007). Whereas, Ahmad et al., (2015) proposed that HR professionals’ effectiveness being an area of academic study is quite at initial phase in Pakistan. In this constant work, this promising area shall be prolonged by comprising other sectors such as telecom sector. Particularly, in such intensive competitive environment, telecom firms need competent HR professionals to gain sustainable competitive advantage and to highlight the importance of HR department. Moreover, since telecom industry of Pakistan has been recognized as an engine of the economy from the support industry (PTA, 2011-2012), henceforth, studying HR professionals’ effectiveness in the context of telecom sector was expressively required. Therefore, this study intended to fill practical and theoretical gap by examining the influence of human resource development and organizational culture on HR professionals’ effectiveness with the moderating role of high performance work system in telecom sector of Pakistan.

1.5 Research Questions

In the above discussion, this study is carried out to answer the following questions:

1. What is the level and internal process of HR professionals’ effectiveness in telecom sector of Pakistan?
2. How do human resource development and organizational culture influence HR professionals’ effectiveness in telecom sector of Pakistan?

3. How does high performance work system moderate the relationship between human resource development, organizational culture and HR professionals' effectiveness in telecom sector of Pakistan?

1.6 Research Objectives

Based on the research questions, the following key research objectives have been developed:

1. To examine the level and internal process of HR professionals' effectiveness in telecom sector of Pakistan.
2. To investigate the influence of human resource development, organizational culture and HR professionals' effectiveness in telecom sector of Pakistan.
3. To determine the moderating role of high performance work system in the relationship between human resource development, organizational culture and HR professionals' effectiveness in telecom sector of Pakistan.

1.7 Scope of the Study

This study aimed to focus on the telecom sector which is the leading service sector in terms of GDP contribution in the economy of Pakistan (PES, 2013-2014). There are five major companies operating in the sector, namely; Mobilink, Telenor, Zong, Ufone and Warid. Managerial level employees 'HR Professionals' of these companies are chosen to be the part of this study since the study has focused on HR Professionals' effectiveness. The Government of Pakistan has deregulated this sector in 2003 since liberalization has taken place (PTA, 2011-2012). Moreover, as stated earlier, PTA has declared telecom sector as an engine of the country's economic growth. Therefore, the performance of this sector is very much crucial for the country's

economic growth since this sector is very dynamic and most rapidly growing sector in Pakistan (Ahmad & Ahmad, 2014; Khan, Abbasi, Waseem, Ayaz & Ijaz, 2016). Meanwhile, the performance of telecom companies highly depend on attracting, managing and motivating employees, nonetheless, the role of HR professionals' effectiveness is highly evident.

1.8 Significance of the Study

1.8.1 Theoretical Significance

HR effectiveness is one of the key subject matter that are frequently being analysed and discussed by scholars around the globe (Ahmad et al., 2013; Guest & Conway, 2011; Wright, Dunford & Snell, 2001). However, study by Ahmad et al. (2015) highlighted that HR professionals' effectiveness as an area of theoretical research is still at early stage in Pakistan. Furthermore, they have maintained the belief that this promising area of research shall be extended to both private and public sectors. The effectiveness of HR is a critical component in the development process of developing countries (Ahmad et al., 2013). Nevertheless, it was more important to study HR professionals' effectiveness in this present business environment of Pakistan which is shaped by ambiguity and high competitiveness. This is due to, business conditions, political and social circumstances, economic situations and customer requirements are entirely unusual in western countries as compare to South Asia (Hussain, Tsironis & Ajmal, 2011).

In addition, as stated earlier, there is still room to test high performance work system as moderating variable with the relationship of HR professionals' effectiveness (Hyu & Kim, 2013). Therefore, the present study is likely to contribute towards the

existing body of knowledge of HRM, HR professionals' effectiveness, human resource development, organizational culture and high performance work system literature. In addition, this study is to show the role of high performance work system as the moderating variable in the above stated relationship in research objectives. This area is also said to be under-researched in the context of high-tech industrial sectors and very few studies have studied HR effectiveness in the context of Pakistani business environment, and none of them have studied the impact of high performance work system as moderator. Therefore this study is an effort to offer new perceptions into the body of knowledge of HR professionals' effectiveness in the telecom sector of Pakistan. Furthermore, it is an attempt to fill the vacuum that has been created due to lack of research in this regard.

1.8.2 Methodological Significance

There are very few studies to explore the phenomenon of HR professionals' effectiveness in the context of Pakistan. Those studies have studied HR professionals' effectiveness with individuals' competencies. This study explored the whole working system as an organizational point of view. Furthermore, the previous studies (Ahmad et al., 2013, Ahmad et al., 2012; Ahmad et al., 2011; Han et al., 2006; Wright, McMahan, Snell & Gerhart, 2001) used only quantitative research methods in their studies. The contribution of this research is it uses both qualitative and quantitative methods. Scholars are frequently encouraged to achieve the potentialities of social reflection permitted to expand an inside view. Hence, this study deployed a mixed-method approach, which is relevant to achieve the research objectives of the study. The main purpose of conducting mixed-method was to gain insight into employees'

experiences at workplace and to recognize the progressions. As a result, employees' explanations of their experiences at workplace can offer a more affluent data than a quantitative approach. However, mixed-method approach which is pertinent to the current research, is one of the earliest in studying the HR professionals' effectiveness in Pakistan.

1.8.3 Practical Significance

As far as the practical contribution is concerned the findings of this study could facilitate the policy and decision makers of the Ministry of Telecommunication and PTA to develop effective HR strategies to attract, retain, and motivate the potential professionals in the telecom sector. These professionals when properly trained and motivated can assist companies to achieve employees' satisfaction which eventually lead to better performance of the sector and country as a whole. This study also intended to assist HR department to show its significance in organization as HR division is still fronting a challenge to verify its additional value to the organizational performance. Since in Pakistani business environment, large numbers of key positions within organizations are enclosed by the friends and peers of the shareholders, nonetheless, it is very challenging for HR professionals to demonstrate the value of highly effective professionals. Possibly one of the reasons as stated earlier is that HR department is not able to communicate the importance of what they do is due to the fact that they are not capable to express it in economic terms. However, one cannot contradict the truth that rationally, by examining the optimum HR practices, an individual, team or even an organization may speed up its own progress and improvement (Bhatti et al., 2007). Moreover, developments in extensive HR practices

in telecom sector will support economic growth in Pakistan, which is suffering from many political and security tests. Furthermore, this research was a momentous inventiveness within the growth of the HRM field in developing countries like Pakistan and particularly of South Asian Association for Regional Co-operation (SAARC) and Developing-8 (D-8) countries, since their economic development indicators are similar like Pakistan. Finally, results of this study transmitted the development of the telecom and the largely economic growth of Pakistan.

1.9 Definition of the Key Terms

1.9.1 HR Professionals

Ulrich, Brockbank, Johnson, Sandholtz and Younger (2008) described HR professionals as the cluster of people who make up the profession, who work in HR department, and who design and deliver the HR practices, policies, procedures and programs that manage employees and organization. Dessler (2010) identified that HR professionals are accountable to assist the employees throughout training, appraising, rewarding and compensating.

1.9.2 HR Professionals' Effectiveness

Rastogi and Dave (2004) argued that effectiveness is best seen as something HR professionals make from a given situation. Furthermore, they meet the goals in each share of the activities of organizations.

1.9.3 Human Resource Development

Organization for Economic Co-Operation and Development (OECD) stated human resource development as 'knowledge, skills, abilities, and attributes' exhibited

in individuals that enable the creation of personal, social and economic well-being (Côté & Healy, 2001). Kor and Leblebici (2005) further outlined human resource development as firm's strategic human resources such as professionals with specialized knowledge and expertise.

1.9.4 Organizational Culture

Eldridge and Crombie (1974) classified organizational culture as it refers to the unique pattern of norms, values, beliefs and ways of behaving that characterize the manner in which groups and individuals come together to get things done. Furnham and Gunter (1993) characterized in a simple way "culture is the way employees do things in an organization".

1.9.5 High Performance Work Systems

Huselid (1995) describes high performance work system includes rigid recruiting and selection protocols, performance management, incentive compensation systems, and employee training and development activities that are designed to acquire, refine, and reinforce employee's knowledge, skills and behaviours necessary to implement the firm's competitive strategy. Bohlander and Snell (2004) distinguish HWPS as "a specific combination of HR practices, work structures, and processes that maximizes employee knowledge, skill, commitment and flexibility".

1.10 Organization of the Thesis

This thesis has enclosed six chapters. Chapter One (The Introduction) presents a brief introduction of the research background and problem statement of the study followed by research questions and objectives. The chapter also discussed the scope

and contributions of the study, and definition of key terms. Chapter Two (Overview of Pakistan) provided the synopsis of Pakistan, its economy, overview of telecom sector and the role of human resource management in Pakistan telecom sector. Chapter Three (Literature Review) started with the introduction. Then it reviewed some of the relevant concepts and theories related to human resource professionals' effectiveness (dependent variable), human resource development and organizational culture (independent variables). Furthermore, it highlights the significant role of high performance work systems as a moderating mechanism. Finally, chapter presented the underpinning theory and supporting theories. Chapter Four described the research methodology of the study which comprises the measurement of variables, development of survey instrument, sampling frame and sampling techniques, data collection procedures, and data analyses techniques. It also portrayed the process of checking the reliability of the constructs through pilot study prior to data collection for the study. Chapter Five presented the qualitative findings and formed the final research model as well as the development of the research hypotheses of the study. Moreover, chapter five has also presented the quantitative findings. Chapter Six reported the discussion on major findings of the study with possible justifications and suggestions regarding the results. Finally it provided the contributions and implications of the study along with limitations and it ended with future research directions.

CHAPTER TWO

PAKISTAN'S ECONOMY AND TELECOM SECTOR

2.1 Introduction

This chapter is shaped to enhance the importance of conducting a study in a developing country like Pakistan. For the current research, the context is Pakistan and within the economy of Pakistan this research has focused on the telecom sector which is the prominent sector in the country. The chapter started by describing the overview of the country, its economy, the role of telecom sector in the economy, the importance of human resource management in Pakistani telecom sector and finally the chapter summary.

2.2 Brief Profile of Pakistan

Pakistan obtained its independence from the British Raj on August 14, 1947. The British Raj had separated Pakistan into two parts East Pakistan and West Pakistan from India. But, within only twenty-five years of its inception, the eastern part of Pakistan had broken away as another independent nation in 1971 following a yearlong civil war in the region of South Asia. As per World Bank report (2010) Pakistan occupies a strategic location at the crossroads of South Asia, Central Asia, China and the Middle East. It is at the fulcrum of a huge market potential with a vast population, abundant or diverse human and natural resources which are sources of growth for any country. Pakistan is the sixth most populous country in the world (Bhutto, 2010) and it is likely to surpass Indonesia by 2035, and is one of the most urbanized countries in South Asia.

Pakistan has undergone a major demographic transition over the last 40 years, exemplified by high fertility rates from 1960 to the mid 1980s, a progressive decline in the fertility rates thereafter and an overall decline in the ratio of the dependent age population to the working age population from 90% in the early 1960s to about 68% today. The birth rate of Pakistan's population has increased as compared to the other South Asian countries. The economic growth is the result of increasing and productive participation of the population in the labour force. Pakistan is a good place for foreign investors to invest in and to get the benefits from the cheap and skills labour as compared to other countries. Pakistan has one of the most extensive irrigation networks in the world (Nasir & Muhammad, 2011). The land of Pakistan is full of rich natural resources (Irfan, 2007).



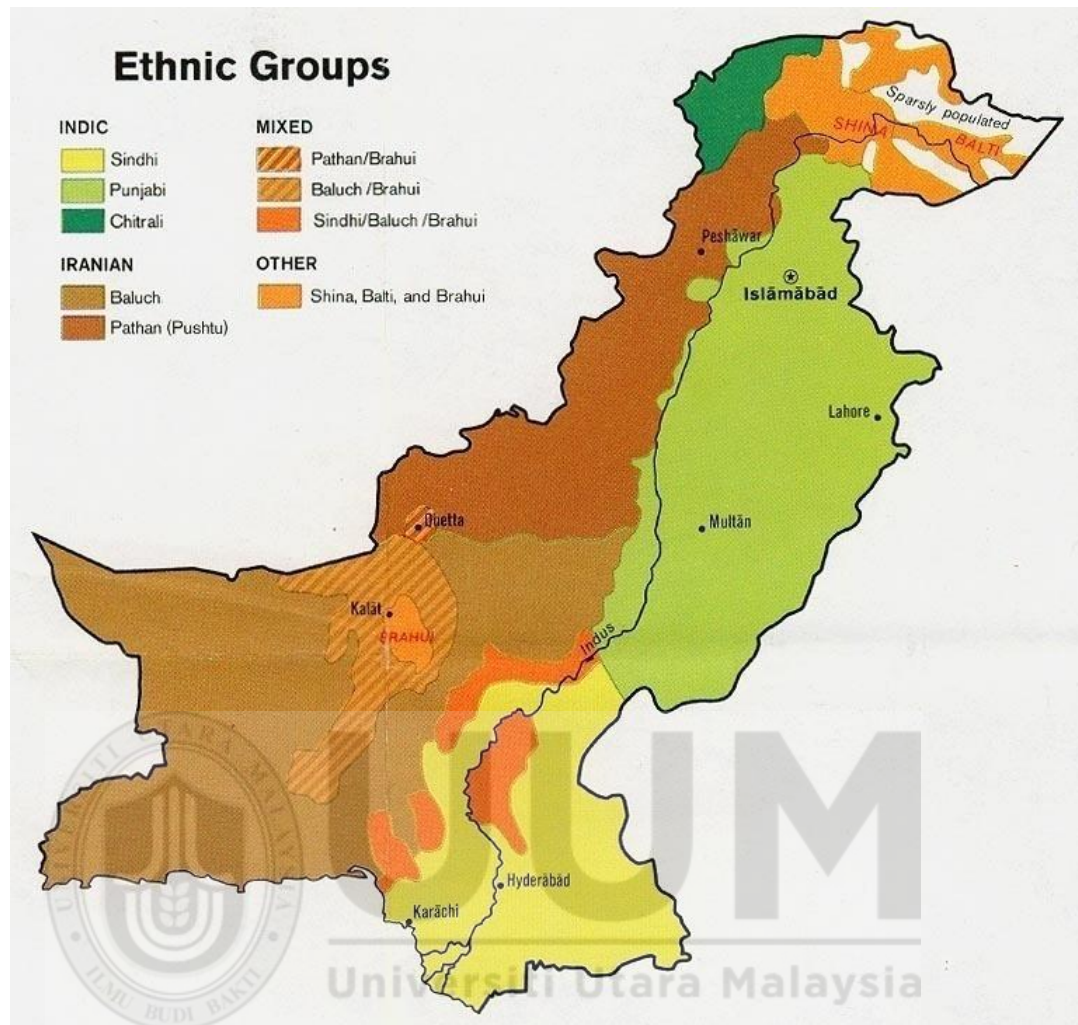


Figure 2.1
 MAP of Pakistan
 Source: <https://en.wikipedia.org/wiki/Pakistan>

Figure 2.1 shows the map of Pakistan and it is divided into five provinces namely; Punjab, Sindh, Khyber Pukhtoonkhwa (KPK), Balochistan and Gilgit Baltistan. The tribal belt adjoining Khyber Pukhtoonkhwa is managed by the Federal Government and is named FATA i.e. Federally Administered Tribal Areas. Azad Kashmir and Northern Areas have their own respective political and administrative machinery. The country has a total area of 796,095 kilometre and is nearly four times the size of the United Kingdom. From Gwadar Bay in its south-eastern corner, the country extends to the north for more than 1,800 km to the Khunjerab Pass on China's

border. The country is governed administratively based on a distribution of its administrative affairs into Federal and Provincial authorities.

2.3 Pakistan's Economy

The section had highlighted the Pakistani's economy in light of its history and the country's growth. The economy of Pakistan is ranked 47th in the world and ranked 27th as the largest purchasing power parity in the world. Pakistan is also considered as a semi-industrialized economy specializing in textiles, food processing, chemicals, agriculture and other industries (Ajmair, 2014). Pakistan economy is so much dependent on agriculture because more than 52% population of its income belonging to agriculture. The economy of Pakistan has suffered in the last few years of internal political clashes and fast growing population in the South Asia, declining the foreign investment since 2008, raising the inflation in the country, continuing conflict with neighbouring country of India. Due to inflation and economic global financial issues, Pakistan's economy also suffered and reached a state of Balance of Payment crisis (Rehman, Jingdong, Du, Khatoon & Shahzad, 2015).

Data in Table 2.1 shows the Pakistan Economics Survey (2014-2015). It has been observed that the major momentum to economic growth has come from the services sector which has emerged as the main driver of the economic growth in Pakistan. The share of the Industrial sector has decreased to 20.3% in 2014-2015 as compared to 20.8% in 2013-2014. On the other hand the agriculture sector has declined to 20.9% in 2014-2015 as compared to 21 % in 2013-2014. However, the service sector has increased slightly with 58.8% in 2014-2015 as compared to 58.1% in 2013-2014,

where telecom firms were one of the largest operators and will be discussed in later sections.

Table 2.1
Gross Domestic Product (GDP) Sector Wise

	(At Constant Factor Cost – in Percentage)					
	2008-09	2009-10	2010-11	2011-12	2013- 14	2014-15
Agriculture	21.8	21.2	20.9	21.1	21.0	20.9
Industrial Sector	25.3	26.4	25.8	25.4	20.8	20.3
Services Sector	52.9	52.4	53.3	53.5	58.1	58.8

Source: Economic Survey (2014-2015)

Pakistan has managed to achieve an economic growth of 4.24% in 2014-15 against the growth of 4.03% in same period last year (PES, 2015). It is forecasted that 6.6 million people of Pakistan's labour force was out of work for two to three months, and the capital stock worth US Dollar 2.6 billion (1.2% of GDP) was lost. The financial sector in Pakistan steadily grew in foreign remittances and is set to surpass US Dollar 15 billion in 2012 and exports which went from US Dollar 7.5 billion in 1999 to US 19.6 billion Dollar in 2009-2010; both a reflection of the productivity of its populace working worldwide. The official gross domestic product (GDP) growth went from around US Dollar 65 billion in 1999-2000 to US Dollar 165 billion in 2007 to 2008, a factor of 2.5 times. The foreign investment, which averaged only around US Dollar 500 million per year in the 1990s, exceeded US Dollar 8 billion in 2008. Data in Table 2.2 and Figure 2.2 showed the Pakistani GDP growth rate during the period 2005 to 2015.

Table 2.2
Pakistan GDP growth rate, 2007-2015

Year	GDP Growth Rate in Percentage
2007	5.54
2008	4.99
2009	0.36
2010	2.58
2011	3.62
2012	3.84
2013	3.65
2014	4.03
2015	4.24

Source: Economic Survey (2014-2015)

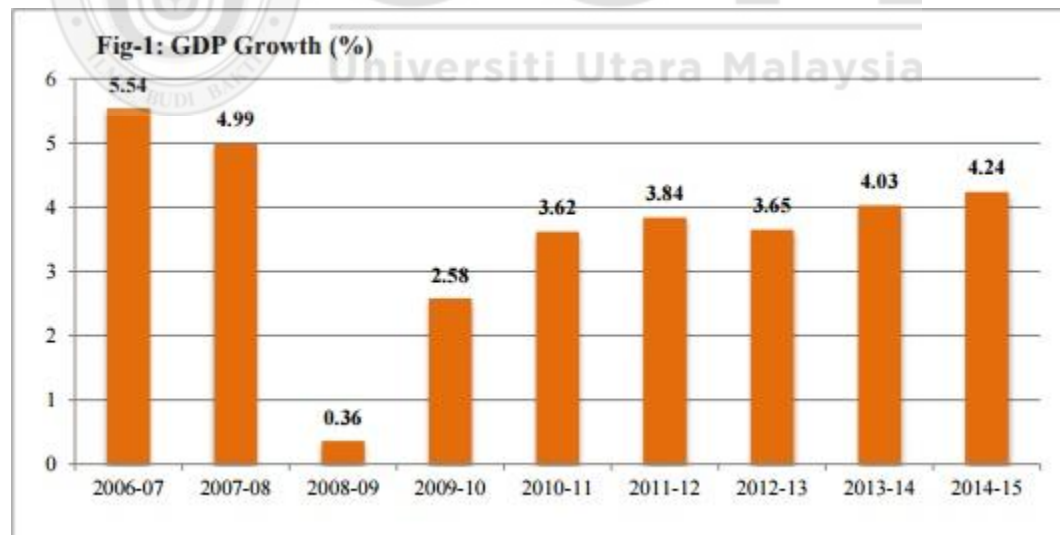


Figure 2.2
Pakistan GDP growth rate, 2007-2015

2.4 Telecom Sector of Pakistan

According to the Economist Intelligence Unit (EIU, 2010) businesses will become more global by 2020. Specifically, as a result of increasing per capita incomes, developments in information and telecommunication technologies, and the expansion of global production networks and offshore outsourcing, the development of the global services sector has been exceptional. Experts forecast that by 2020, services will justify for 50% of world trade (Downe, Sy Ho & Phaik Loke, 2008). This transformation in the business environment as a result of evolving information and communication technology have similarly shaped extra competitive pressures due to customers and suppliers' awareness and changing needs, consequently, creating a demand for higher level of competent, skilled and responsive workforce in the organizations. These contemporary variations in the economic setting have obsessed managers and researchers to find emerging resources of competitive advantage and effectiveness (Huselid & Becker, 1997).

Pakistan is a developing country where service industry such as telecom is flourishing progressively. According to Imtiaz et al. (2015) Pakistan has experienced a recent development in the telecom sector and in the phase of 2005 to 2008 Pakistan has been ranked as utmost favourable country for telecom development conferring to Business Monitor International (BMI). Moreover, Pakistan telecom sector is substantial in sight of its current prospective progression. It is one of the prominent industries in economic development of the country since enormous investment is approaching domestically and worldwide (Pakistan Economic Survey, 2013-2014). In accordance with telecom authorities, several projects are being originated in this

industry, such as; from expansion to development, from customer satisfaction to quality of service enhancements, new products and innovation to compliance for monitoring and primer of 3G and 4G technologies. The key focus of expansion is to outspread extreme benefits to the general users in terms of providing the convenience to the modern services and better service quality as a result of competitive environment among the network companies (Imtiaz et al., 2015). Considering current stimulating environment of telecom industry with great rivalries within the industry where cost minimization, penetration in relations with customers and services offered have increased the need of effectiveness of HR professionals.

In the new age, the Pakistan telecom sector has appeared as one of the most vibrant business areas where cell phones have turned out to be a household value (Jahanzeb & Jabeen, 2007). Telecom sector is rising at an outstanding speed which is giving profits to all stakeholders together with government. The influence of this development particularly on country's economy and overall on society is evident by means of output improvements, income generation for government along with employment formation and social cost savings. According to Pakistan Economic Survey (2013-2014) teledensity of the country reached about 78%, with such teledensity Pakistan is above as compared to regional economies. The telecom sector is presently contributing around 7% in GDP directly and indirectly. Moreover, total profits of telecom sector in 2013-14 touched Rs.345.5 billion while total investment is US\$576 million. FDI continued to be on the negative side of the scale due to higher outflows and lesser inflows by the firms. The negative FDI of US \$408 million during the FY 2012-13 is noted. It is valuable to indicate that in Pakistan telecom firms have

capitalized about US\$6 billion in last six years. However, predominantly the mobile sector is leading in this investment with about 66% of contribution in total investment. During 2012-13 government has collected about Rs. 100 billion in terms of taxes and regulatory fees from telecom sector, which is around 32% greater than the preceding year. To the extent that employment is concerned, it is projected that around two million job prospects had created by telecom sector since the liberalization of the sector has taken place in 2003 (Pakistan Economic Survey, 2006-2007; Pakistan Telecommunication Authority (PTA) Annual Report, 2009-2010). According to the Pakistan Economic Survey, 2013-2014 Pakistan has launched 3G/4G mobile services recently which would create about 900,000 new jobs into the country following year. It is assessed that until now approximately 1.5 million employment prospects have been produced in direct and indirect ways throughout countrywide merely by the mobile sector (PTA Annual Report, 2009-2010). The telecom sector portrait diverse picture as per there is fundamental monopoly in the situation of fixed lines networks together with managed competition in the situation of cellular networks. Table 2.3 offers a vibrant image of telecom indicators in Pakistan.

Table 2.3
Telecom Indicators in Pakistan

Indicators	1996	2006	2008
No. of Fixed Line Networks Operators	1	5	8
No. of Cellular Networks Operators	3	5	6
No. of Fixed Line Subscribers	2,557,600	5,240,012	454,6443
No. of Cellular Subscribers	135,027	34,506,557	89,907,198
Growth in Mobile Sector	98.50%	170%	39.40%

Teledensity (Fixed Line)	2.04	4.05	4.1
Teledensity (Cellular Networks)	0.1	22.21	55.9
Fixed Line Penetration Rate	19.42%	22.32%	58.80%
Cellular Penetration Rate	0.11%	22.40%	55.60%
PTCL Revenue (Rs. In Billions)	41	77.1	111.63
FDI (Million Dollars)	6.1	1905.1	1438.60
GDP per Capita (in Dollars)	506	878	1044
Population (In Millions)	127.51	156.77	162.37

Source: www.pta.gov.pk (2009)

The telecom sector of Pakistan has performed exceptionally in the last decade largely as a result of liberalization of international trade and investment, industry in addition to inaugural of local business to modern technology (Ali, Ali, Rehman, Yilmaz, Safwan & Afzal, 2010). Furthermore, according to the Pakistan Economic Survey (2013-2014) the subscribers of telecom sector has surpassed up to 136 million. According to survey, the evolution of cellular industry in previous five year has shattered all the international records in the figures of subscriber thus it is growing like the wind (Ali et al., 2010; Malik, Waheed, Tufail, Zameer & Hussain, 2012). As per United Nation's forecast, Pakistan's population is expected to grow to 190 million by 2018. It is presumed that cellular coverage in near future will touch 95% of city population as well as 30% of rural population and taking into consideration the relative geography and population density of all provinces, there is likely demand of about 25 million cellular subscriptions by 2018. Meaning that there is an excellent prospective for growth in this region in the future (Ali et al., 2010).

Five main telecom firms are operating in the Pakistan, such as; Mobilink, Telenor, Ufone, Zong, and Warid (Malik et al., 2012). There is hectic competition between these cellular companies particularly among Mobilink and Telenor, which are the major actors in the cellular industry of Pakistan. As per PTA Annual Report (2013), Mobilink is confining 28.9% of the entire market with maximum number of subscribers. Subsequently, Telenor is captivating 26.1% of the market share. While Ufone is third major performer in the industry with a market share of 18.6% followed by Zong with 16.4% and Warid with 9.9% of total market share. All firms are determined to capitalize their market share by rigorous marketing strategies and proposing more innovative products at minimum prices (Ali et al. 2010). Battlefield scenario of the sector opens the opportunities for a number of new players to offer cellular service since government has taken decision to liberalize the telecom sector. Through the venture of the public sector Pakistan Telecommunication Mobile Limited (PTML) and several private multinationals into the segment, the rivalry has strengthen with each telecom operator fighting a battle for sustainability (Jahanzeb & Jabeen, 2007).

2.5 The Importance of Studying the Telecom Sector in Pakistan

Pakistan is a developing country where service industry like telecom is flourishing bit by bit (Muhammad, Faheem, Dost & Abdullah, 2012). As the role of the telecom professionals is growing enormously, consequently, it is exceptionally obligatory for HR executives to comprehend the employees' needs and make them satisfied through committed effort and providing healthy working environment and organizational support (Hussain & Asif, 2012). However, HR professionals'

effectiveness in the telecom sector of Pakistan still requires improvement which can enable them to hire, develop and motivate their employees since very few studies are available with respect to the telecom sector of Pakistan (Ahmed, Nawaz, Usman, Shaukat, Ahmed & Rehman, 2010). It is said that HR is primarily the most important human asset of any organization. However, this study endeavours to link the human resource development and organizational culture with the effectiveness of HR professionals in the telecom sector of Pakistan. The telecom sector is currently contributing about 7% in GDP directly and indirectly and expected growth in the corresponding year is about 1.5% to 1.8% (Pakistan Economic Survey, 2013-2014). And significance of this sector has grown overtime since telecom sector is declared as engine of the economy of Pakistan (PTA, Annual Report 2011-2012). The long-lasting process of deregulation, privatization, and market liberalization has grounded elementary modifications in the market structure of telecom sector from monopoly to perfect competitive market. These developments caused consequences in the creation of supervisory bodies in many countries. The supervisory bodies are confronted with the task of evolving a competitive environment in the industry (Akhtar, 2009). Nevertheless, telecom firms are very cautious about the HR policies and there is a greater prominence to use the human resource proficiently to enhance the productivity as well as to develop the competitive advantage. From an empirical perspective, the subject matter of the telecom performance beyond developing countries are well spoken. However, still there is a gap in the literature on the subject of the performance assessment of employees of the sector in countries like Pakistan (Akhtar, 2009). In addition this study might be taken as a point of reference for the telecom sector of other

developing countries like Bangladesh, India and Sri Lanka. Furthermore, current study would be a momentous inventiveness in the progress of HRM as an occupation in developing countries like Pakistan and it will add to the body of knowledge of HRM in Pakistan and South Asia.

2.6 Summary

The chapter has highlighted the importance of Pakistan as the targeted country for this study as well as the importance of focusing on its telecom sector. The telecom sector of Pakistan is radically growing and playing a catalytic role in the development of the country. The chapter also highlights the importance of the role of human resource management (through the capabilities exemplified by the Human Resource professionals) in telecom sector of Pakistan.



CHAPTER THREE

LITERATURE REVIEW

3.1 Introduction

This chapter discussed about literature associated with theories, models, and research frameworks related to the study. The research is on the effectiveness of HR professionals in the telecom sector of Pakistan. This chapter consists of eleven parts. First of all, it highlights previous studies on the intensifying significance of HRM in organizations. Secondly, it studies the notions of human resource professionals' effectiveness. Moving forward, it reviews the concept of human resource development and inspect the studies linked with the relationships between human resource development and HR professionals' effectiveness. Furthermore, it goes through perception of organizational culture and its relationship with HR professionals' effectiveness. Moreover, it reviews the work on high performance work system as well as it examines the moderating role of high performance work system between human resource development and organizational culture with HR professionals' effectiveness. It also identifies the gap in knowledge in the discipline of HRM with the concepts reviewed previously. Then it suggests the potential underpinning theory and also highlights the supporting theories for the research model. Finally the chapter ends with a summary.

3.2 Rising importance of Human Resource Management in Organizations

The rising significance of personnel in the success of organization links with the growth of SHRM as a field research globally (Boxall & Purcell, 2003). Research on SHRM issues has grown rapidly over the last decade. The underpinning assumptions of the practice of HRM are the people that are the key resource of organization and organizational performance fundamentally is determined by them. Consequently, if pertinent HR policies and process are established and employed effectively, HR can make an extensive impact on firm performance (Armstrong, 2011). The ancient development of the HRM notion and practice can be seen through numerous standpoints. For instance, the development of HRM as a specialized and scientific discipline, as an assistance to management and as a conflict management of political and economic values between employers and employees as well as a rising movement of employees' involvement which is influenced by the industrial developments (Kabene, Orchard, Howard, Soriano & Leduc, 2006; Schuler, 1990).

The discipline of HRM has grown up rapidly from its humble beginning (Bamberger, Bacahrach & Dyer, 1989; Francis & Keegan, 2006; Pucik, 1996). Issues such as employee recruitment, payrolls management, promotions, retirement were the responsibilities of personnel managers in the personnel departments (Schuler, 1990). Progressively, role of personnel managers have expected to be more significant in 21st century – not only inside the HR division of the organization, but also inside inclusive decision-making process of the organization. HR executives have expected to add importance in this intense competitive environment by the globalization and revolution in the information and communication technology, which has made ease information availability for the consumers and rivals organizations equally.

Since the evolution of 21st century, organizations can't afford to occupy their competitive advantage position for granted. Prior studies have underlined that HR professionals can enhance value more effectively to organization's growth by enhancing its competitive advantage. HR professionals are the one who make the physical and intellectual investment valuable and productive (Singh, Darwish, Costa & Anderson, 2012). Over the years, value of employees have grown from being just one source of production in the industrial economy of 20th century to being a key source of sustainable competitive advantage in the knowledge economy of 21st century.

3.2.1 Human Resources Management from 1990s Onwards

Previously stated developments in the discipline of HRM had revealed historic changes after 1990s which was transition period for business. With this hasty transformation and density in the business environment due to globalization, has dramatically uttered the significance of HR which made organizations to see HR as one of the competitive advantage in the business environment (Singh et al., 2012). Consequently, it was suggested that organizations can sustain so called competitive advantage through the wise disposition of the human resources and their proficiencies (Drucker, 1985; Kanter, 1994; Prahalad, 1995; Gupta & Govindarajan, 2001).

With this transition in business environment, the role of HR management into the organizations was also transformed because of the economic shift which stimulated from agricultural to industrial and then to service economy and now to information orientation. At the start, HR management was reflected as staff function and required to apply and implement rules and policies. Fundamentally, the role of HR management

was administrative and their responsibility was to treat employees as a commodity rather than competent professional (Lemmergaard, 2009). Conversely, in transition period of economy where activity shifted from agriculture and industry to service and then technology orientation, professionals from inside or outside the organizations started to believe that the employees are the strategic resource in terms of value which they create for the organization with their distinctive knowledge, skills, and abilities (Beatty et al., 2003; Inyang, 2010). Therefore, the role of HR has turned to be more centralized in the organization since human resources became strategic partner due to their skills and capabilities. This has motivated HR professionals to understand the need of change and adapt to it. To boost their contribution in the organization, HR professionals need to recognize whatever they do eventually will have significant impact on the organizational performance (Beatty et al., 2003).

Since HR became strategic resource of the organization, so they have to be seen as a 'strategic partner' equally with other line managers in the business context (Cascio & Boudreau, 2012; Mondy & Mondy, 2014). After this development, businesses has turned their views towards HR professionals as prospective partner in the strategic management activities and they started to realize that HR professional should be engaged in the decision making process in the organization. Formerly, HR department was only responsible for recruiting and motivating employees within the quantified legal and cost restrictions. But now they have started to be regarded as 'human resource managers' and as prospective sources of competitive advantage (Barney & Wright, 1998; Cappelli & Sing, 1992; Chadwick & Cappelli, 1999; Pfeffer, 1998; Schuler, Jackson & Storey, 2001). With the globalization, it became increasingly

contingent for an organization to have a competent workforce with the required skills and abilities to compete in the global market. This intensive and vigorous business environment has put compression on industry competitors though shareholders anticipate that their employees yield innovative products and services for their customers (Brockbank, 1999).

World is considered to become “global village” since the globalization took place. As Ulrich et al. (2007) have argued in the business environment, familiar subjects persistently emerged such as finding out new opportunities and provoking new challenges with the development of new markets such as Brazil, Russia, India, China, and South Africa (BRICS). With the emergence of new markets generic issues such as exchanges rates, trade barriers, tariffs, and distribution network also have taken place. But at the same time, with the advancement of technology, communication and transportation world has become smaller. Additionally, there is a hasty change as well along with the greater reflectiveness of available services for the similar reasons i.e. advancement in technology. Customers have become to be more demanding, more responsive and segmented. In contrast, investors have also become more concerned about their products and services. Whereas, competitors are not only global players but as well those smaller organizations which have developed themselves with fully uploaded skills and knowledge which make them visible and flexible in this competitive market.

On the other hand, employees signify dissimilar demographic backgrounds. However, their expectations rise along with their knowledge skills and abilities. Most of these dynamic changes and trends are beyond the control of any organization. They

arise both in predictable and unpredictable ways. Besides, they affect each facets of business such as how to find a firm, how to get into the life of customers and how to engineer and deliver products. Though, HR practices are similarly turning out to be more unified, associated, and innovative. Anyhow, HR divisions are functioning additional like a business inside the business, by a vibrant policy and networks of distribution. HR professionals are estimated to recognize and facilitate the businesses, while for accomplishment of their tasks more effectively they need to be well responsive of these current business developments. HR professionals are anticipated to make use of the capabilities they retain or progress the competencies for growth of the business (Brockbank, Ulrich, Younger & Ulrich, 2012).

Due considering this changing business environment, scholars (Apospor, Nikandrou, Brewster & Paplexandris, 2008; Imran & Tanveer, 2015) claim that growing movements of global competition has lifted attention of management scholars in the direction of the resources that firm retains and manages. Such resources can contribute to the sustainable development of competitive advantage of the firm which its competitors can't replicate. Previously, HRM was viewed as a cost which needed to be minimized while currently rising body of theoretical and empirical studies have reinforced the idea that HRM can be seen as an investment along with vital source of competitive advantage which can enhance organizational performance (Becker, 1994, Wright et al., 2001). It's an opportunity for HR professionals to demonstrate that HR can contribute towards the organizational success through the expansion of strategic role, the execution of efficient services, and assistance or organizational change.

However, this is increasing apprehension for HRM to ascertain its efficacy in improving organizational effectiveness and profitability.

In the discipline of HRM many scholars have linked HRM with performance through different frameworks such as resource dependence theory (Pfeffer & Salancik, 2003), goal theory (Mullins, 2010) human capital theory (Becker, 1994) and RBV of the firm (Barney, 1991; Wright & Snell, 1998). These frameworks explain the link between HRM and performance as most of the research studies have stated positive relationship. The assessment of HR practice and organizational performance is beyond the scope of this study; though, the focus of this study was on HR professionals' effectiveness, human resource development, organizational culture and high performance work system. Following section reviewed the concept of HR effectiveness with direct relation of human resource development and organizational culture with the moderating relation of high performance work system.

3.3 Human Resource Professionals' Effectiveness

3.3.1 Definition of HR Professionals

Ulrich et al. (2008) described HR professionals as the cluster of individuals who form the profession, and who work in HR department, as well as who plan and provide the HR practices, policies, procedures and programs that manage employees and organization. Dessler (2010) identified that HR professionals are accountable to assist the employees throughout training, apprising, rewarding and compensating. According to Ahmad et al. (2014), HR professionals are people who are managers and supervisors by profession in support areas of profit making. And these people are obliged to have diversified skill-set and mind-set to direct employees. Moreover, from

the findings of qualitative study this research has originated HR professionals are those individuals who ascertain HR roles, duties and responsibilities specified by their companies and who have certain years of working experience in HR profession. However, working experience may vary from company to company but they must have at least five years of working experience in HR department.

3.3.2 Types of HR Professionals

Dessler (2010) claimed that HR professionals typically perform their tasks and duties in the head or regional offices of an organization. However, while performing their tasks and duties in head or regional offices, they can be either HR generalists or HR specialists. Both kinds of professionals need an extensive amount of work experience in the discipline of HRM. As HR specialist, the HR professional is expected to cope with all aspects of HR work and they are obliged to have wide range of competencies. Ulrich et al. (2008) proposed that HR specialist is consigned to work with organizational unit. They are also responsible to engage and contribute into the strategic planning process and make sure that strategies would be implemented after using the HR professionals' competencies. Whereas, HR generalist usually carry on routine HR functions or they look after one of the particular HR function within HR department. Dessler (2010) addresses that HR professionals in bigger organizations usually direct many different departments. Each and every department may be directed by a functional manager who must be HR generalist in the particular HRM functions such as staffing, training & development, compensation and performance appraisal. The organizations expect HR professionals would execute these functions efficiently and effectively.

3.3.3 HR Professionals' Performance

Before 1990s HR professionals were not truly reflected to create an impact on organizational performance (Sims, 2002). As a result, they were treated un-fairly in most of the organizations, and commonly lacked in individual distinctiveness. Meanwhile, situation turned around after 1990s (Lawler & Mohrmn, 2003). The significance of HR has grown substantially. As HR professionals are able to show their significance to the top management of the organization by demonstrating the higher 'return on investment'. Highly motivated employees work more effectually and provide more output (Corts, 1992). But still some of HR professionals are expected to justify their contributions into the organization due to the immense competitive pressure in terms of cost saving (Fitz-enz, 1984; Gow, 1985). As a result, HR professionals' will inevitably be required to turn out to be active players and business partners and focus on developing human along with organizational capabilities that empower an organization to strive now and in near future (Ahmad et al., 2014). Many scholars have shown keen interest to study HR functions and HR effectiveness as the value adding source of organizational performance in the association among HRM and performance (Boselie & Paauwe, 2005). Cooke (2000) has focused on efficiency and effectiveness by way of elements of performance in addition to competitiveness and productivity. Additionally, he claimed that training is an instrument to advance knowledge, skills and abilities by way of increasing individuals' efficiency and effectiveness. While, Uddin, Luva and Hossian (2013) outlined that the term 'performance' can be functioned to label diverse facets of performance, for instance; societal performance, organizational performance and employees' performance.

Stannack (1996) specified that the term performance is more frequently used to define everything from the perspective of effectiveness and efficiency. Furthermore, Huselid (1995) have established that the effectiveness of employees be determined by the influence of HRM on behaviour of the employees.

In this emergent knowledge economy in the 21st century, eventually HR function has developed its significance into the organizations to achieve sustainable competitive advantage (Becker & Huselid 1998; Wright & Snell, 1998). Since the globalization took place, socio-economic factors such as; rapid service sector of the economy, deviations in workforce diversity, emphasis on customer loyalty and prominence on effective financial performance, encounter the HR professionals to perform their roles as an originator of added value to the organization (Brockbank, Sioli & Ulrich, 2002). Predominantly in last decade, the HRM literature as a substance together with theoretical and empirical has attempted to express that progressive HR practices would outcome in improved firm performance (Wright, Gardner, Moynihan & Allen, 2005). Many scholars have spoken about association of HRM effectiveness and organizational performance (Dalton, 2005; Gollan, 2005; Jiang, Lepak, Hu & Baer, 2012; Whicker & Andrews, 2004). The vital quarrel is that the HRM effectiveness is connected to the individual performance which eventually indicates to the sustainability standpoint of HRM (Ehnert & Harry, 2012).

3.3.4 HR Professionals' Effectiveness

Long ago managerial effectiveness has been studied by many authors for instance (Morse & Wagner 1978; Fisher, Merron & Torbert; 1987; Worsfold, 1989; Powell & Yalcin, 2010; Wang, 2011). But HR effectiveness is recent phenomenon

(Sharif & Ahmad, 2009). Preliminary, the research to assess HRM effectiveness has established with the investigation of Tsui (1984) where he has given the idea that the effectiveness of employees would require to be scrutinized. Rastogi and Dave (2004) claimed that effectiveness is best viewed as output which HR professionals construct from a given situation. Whereby the HR professionals achieve their goals set by the organization. At the present time, effectiveness of HRM is a condemnatory element in the expansion process of developing countries. Even though, HRM is under robust criticism in numerous developing countries along with momentous reservation about their effectiveness (Bennell, 1994; Budhwar & Debrah, 2001; Praha, 2004; Wang & Shyu, 2008; World Bank, 1994).

Several researchers maintained their argument that HR effectiveness is gigantic concept. They emphasized that how HR professionals accomplish their tasks in the organization and how their responsibilities are associated to the organizational performance (Baron & Kreps, 1996; Boxall, 1996; Huselid, 1995; Wright et al., 2001). Whereas Ruel, Bondarouk and Velde (2007) stressed that if HR staff wants to be effective they must be loaded with upgraded skills and then only they can contribute and add value to their organization. Han et al. (2006) contended that HRM by way of a management discipline is in rather early stages in Asia paralleled to the western countries and as such the HR professionals' competencies (knowledge, skills and abilities) and effectiveness had not comprehensively studied in Asia including in South Asia.

Conversely, Shehzad (2010) presented his argument that effective HR department must be ought to necessary knowledge, skills and abilities to improve the

level of achievement and competitive advantage. Same argument is supported by Guest and Conway (2011), who proposed that the HR professionals' effectiveness is more vital, compared to the HR practices. HR professionals' ability is an essential first step towards the HR professionals' effectiveness. HR professionals can enhance their ability through developing their knowledge, skills and abilities (KSAs). Organizations which are willing to enhance their HR professionals' effectiveness must emphasize on developing their human resource. Studies on HRM by and large, somehow ignored the impact of HR professionals' capabilities with the association between HR professionals' effectiveness and performance (Ahmad et al., 2012). On the other hand, research has correspondingly absorbed on several issues such as determining the managerial effectiveness, scrutinizing the process of ensuring managerial effectiveness and constructing models of managerial effectiveness (Sharif, Ahmad & Kausar, 2011).

3.4 Human Resource Development

3.4.1 Definition of Human Resource Development

The exclusive abilities, competences, and expertise of employees within the organization are termed as human resource development (Campbell, 1995). Ployhart and Moliterno (2011) defined human resource development is a unit-level resource that emerges from the knowledge, skills, abilities, and other characteristics of individual employees. Nyberg, Moliterno, Hale and Lepak (2014) constructed that academicians often vary in their conceptualizations and operationalization of human resource development. It is referred to as knowledge, skills, competencies, and attributes exhibited in individuals that enable the establishment of personal, social and

economic well-being (Côté & Healy, 2001). Kor and Leblebici (2005) outlined human resource as firm's strategic HR such as professionals loaded with specific knowledge and expertise.

3.4.2 Human Resource Development and HR Professionals' Effectiveness

The societal changes of late 1980s and early 1990s 'third industrial revolution' (Tome, 2011) confronted very significant changes in the field of human resource development. Such changes are connected with improving competences, managing change, the classification of core competencies, the significance of knowledge, and the contemplation of risk and uncertainty. Competencies need to be advanced as more and more competent workers are required in different areas of specialization. Competencies required intensively by the persistent change of the market; this perpetual change raised very problematic employability issues (Tome, 2007).

Human resource development referred to such investments which are made by an organization to advance the core competencies (KSAs) of their employees to accomplish competitive edge. Further, he explained these employees with essential skills are the substance sources for any organization to increase profits and to attain its strategic goals. Additionally, organizations and even individuals can be effective by enhancing knowledge, skills, abilities (KSAs) and passion of HR at every level. Albanese (1989) put emphasis that there is no single set of competencies (skills and capabilities) that can absolutely execute the managerial role and there are numerous job related skills that leverage the effectiveness of the manager's job. Quinn, Faerman, Thompson and McGrah (1996) established the understanding of competency that identifies the importance of skills, knowledge, capabilities and other personal

characteristics and the associations between having these competencies and carrying out certain tasks more effectively. Further, such competencies are supplementary explained as obvious performance (Boam & Sparrow, 1992) or such things that employees are expected to do to attain the outputs required in their job (Wynne & Stringer, 1997).

Campbell, Coff and Kryscynski (2012) propositioned the term human resource development as an employee investment, subliminally presuming that workers with updated core competencies lead to some value for the organization. Snell, Lepak and Youndt (1999) identified that organization's human resource has two dimensions which are value and uniqueness. However, organizations specify that resources are valuable when they improve effectiveness in addition to make the most out of opportunities and defusing intimidations. There is a substantial association among innovativeness and performance underneath the philosophy of human resource development (Lumpkin & Dess, 2005). Additionally, human resource development can offer competitive edge to an organization because it propositions long-term benefits through employees. It clarifies why training and development of employees converted into a crucial feature for the survival of any organization in the current time (Stout, 2005; Kirkpatrick, 2004). The process of learning through training and development enables workers to retain pace through organizational changes and its growth is identified as expansion of human resource development (Kirkpatrick, 2004).

Subedi (2006) has perceived that in current competitive world every single organization put maximum efforts to gain its competitive edge. However, they actively participate in the developing their human resources on consistent basis. Further he

specified that, organizations use the training programs as a basis of performance enhancement which accomplish better organizational goals, rewards good performance, and for greater standings in the market. Organizations that invest more in training and development of their employees supposed to have a better prospect of higher productivity and greater ability to compete globally (Wagar, 1997). On the other hand, workforce's lack of development is associated to low competitiveness (Green, 1993). Despite the fact that, in order to attain these benefits in the long-run the training programs must be effective which ought to have clear objectives, regulate individual abilities, frequently assess and have a constant element of business plan (Rabey, 2001).

The eminence of human resource development is the backbone in determining the direction of an organization in addition to economy growth. Chaudhry and Roomi (2010) highlighted the fact that the core economic resources of the present time are its HR instead of physical resources and it is the vital element to an organizational success in the market is progressively its stocks of human resources (Flamholtz, Kannan & Bullen, 2004). Human resources are becoming the essential assets of businesses as the development of human resource is evolving dramatically. Identical to physical and financial assets, human resource development also supports the development and growth of an organization. Consequently, the decisions about investment in the development of HR professionals become more critical since the significance of human resource development in the organizational success in this present time has increased (Ballot et al., 2006; Kirkpatrick, 2004; Santos & Stuart, 2003). The development of HR is an expensive investment which produces high dividends in the

long run, hence, its role and importance should be acknowledged at all levels “individual and organizational” (Brinkerhoff, 2006; Yadapadithaya, 2001).

Previous literature maintains the fact that firm performance is positively impacted by the existence of human resource development practices (Youndt, Subramaniam & Snell, 2004; Noe, Hollenbeck, Gerhart & Wright, 2003). Several certified that human resource development is essential for high performance (Delaney & Huselid, 1996). Moreover, the importance of organizational human resource development with respect to firm performance is additionally supported by Hsu, Lin, Lawler and Wu (2007).

Substantial amount of researches have been done in many countries investigating the effectiveness of human resource development, assessment of training and development programs, HR accounting, measurement of HR, review of investment made on development of HR in organizational setup (Al-Athari & Zairi, 2002; Bullen, 2007; Kirkpatrick, 2004; Phillips & Whalen, 2004). Nevertheless in Pakistan the research in the discipline of human resource development at individual level is very limited as Ayman et al., (2000) disclosed Pakistan is an under-researched country in the field of HRM. Besides, since human resource department is still justifying the reasons of their existence in the organizations (Bhatti et al., 2007).

Moreover, since high performance work system sees human resource as the main actor, therefore, the HR department has to play an active role to make sure that the HR professionals are well trained, qualified, and competent enough to perform the tasks assigned to them. Simultaneously, they have to be strategic partner to other units in the organization. In every strategy, HR department has to get involved to verify the

business strategies are in line with the talents, skills, knowledge, expertise and experience possessed by the human resource in the organization. Therefore, the HR department can no longer perform their old-fashioned functions of administrative tasks. In fact they have to play their role as a source of competitive edge in support of organization that operates in a worldwide economy (Ferris, Hochwarter, Buckley, Harrell-Cook & Frink, 1999).

3.5 Organizational Culture

3.5.1 Definition of Organizational Culture

Organizational culture is defined “*in a way people think*”, which directly influence in the ways in which they behave. Schein (1996) defined organizational culture as shared norms, values, and assumptions within an organization. Furnham and Gunter (1993) characterized it “*culture is the way employees do things in an organization*”. Recardo and Jolly (1997) have defined organizational culture by highlighting eight reputable dimensions; teamwork, training and development, risk-taking for creativity and innovation, effective decision making, proactive planning, communication, rewards, and fairness and consistency in management practices. Correspondingly, Deshpande and Webster (1989) outline organizational culture as a “set of shared assumptions and understanding about organization functioning”. It is established in the distinctive features of the organization. Consequently, it states a set of basic assumptions that have been worked in appropriate way that they are acknowledged as effective assumptions within the organization. Such assumptions are preserved in the endless process of human interaction, in other words it is as the right way of getting things done or problems should be assumed in the organization.

3.5.2 Dimensions of Organizational Culture

Asmawi and Mohan (2011) in their study have revealed eight dimensions of organizational culture, which are; collaboration of teams, knowledge sharing, empowerment and acknowledgment, conformity and impairments to R&D, risk-taking, customer orientation, autonomy, social networking, and also organizational design. Organizational culture portrays the way in which the company develops its strategy and conducts entire business aspects. Researchers distinguish that culture entails a mixture of artifacts (practices, expressive symbols or forms), values and beliefs, and fundamental assumptions that organizational members share about appropriate behaviour (Gordon & DiTomaso, 1992). Tayeb (1994) has discovered the concept of culture has grown due to several reasons, such as, the fact that cultural values and attitudes are different from one context to another, in addition diverse cultural groups act in a different way under similar conditions because of the differences in their fundamental values and attitudes, and culture also plays the significant role in determining work organizations and other social institutions. Schien (1992) illustrates that if leaders can communicate their beliefs and values with their human resources, then these beliefs and values lead to success and a process of perceptive transformation takes place. In spite of the efforts to recognize both, ‘underlying assumptions (Schein, 1992) and values (Denison, 1996; O’Reilly, Chatman & Caldwell, 1991)’, there is an emphasis on values as a measure of organizational culture. Scholars put utmost of their efforts on understanding values since values are more accessible in quantitative research compared with assumptions (Galperin & Lituchy, 2013).

3.5.3 Organizational Culture and HR Professionals' Effectiveness

The hypothetical argument about culture is that it is a composite system of norms and values that is shaped over time (Schein, 2010). However, these values, norms, beliefs, attitudes, philosophies, principles and assumptions that offer the organization its inimitable character could be vocal or non-verbalized behaviour that defines the ways in which things get done 'effectiveness' (Brown, 1998). Culture is not just a tool for dealing with people, but it also intended to create awareness or learning (knowledge) among employees. It reinforces human activities and helps to clarify much of human behaviours (Zawawi, 2008). Additionally, Werner (2007) indicates that 'organizational leaders should decide what type of culture may reveal the organizational values, they have to ascertain the proper behaviour to form such culture and then develop strategies to introduce such behaviours through the entire organization'. In other words, 'organizational culture is therefore to an organization what personality is to an individual' (Johnson, 1990). Constructed on previous definitions, it is easy to understand that organizational culture uses impressive influences on how employees recognize events (Denison & Mishra, 1995) and how they behave (Schein, 2010; Barney, 1986).

Permitting to Manetje and Martins (2009) organizational culture is a classification of collective meaning detained by members 'HR professionals', which distinguishes the organization from other organizations. Arnold (2005) shows that 'organizational culture is the unique norms, beliefs, principles and ways in which employees behave and that gives each organization its distinct character or competitive advantage'. Although Schein (2010) claims that each organizational culture is unique,

he also claims that culture develops in entire organizations constructed on the interior integration and exterior adaptation required for survival, proposing that shared elements exist across organizational cultures. Organizational culture offers an employee a shared structure of position for variations in an organization, and thus it is an essential factor for successfully executing any variations in the system, structure or process to enable employee creativeness (Skerlavaj, Song & Lee, 2010). Sadri and Lees (2001) underlined organizational culture intensely plays momentous role within organizations to affect employees and organizational operations throughout a firm. He further pointed out that those organizations which are able to form and nurture positive cultures are more profited. Organizational culture is reinforced by corporate values which are reliable for the persistence of the firm and affiliated with the individual values of the organizational members (Qubein, 1999). Once organization members recognize with the organizational culture, the work environment is likely to be more pleasing which increase the morale of the employees along with the teamwork and information sharing in addition to openness to new ideas (Goffee & Jones, 1996) that leads to increased interaction and continuous learning among employees and employees tend to be more effective in accomplishing their tasks. Previous literature also supports this standpoint by highlighting that organizational culture relates to higher effectiveness in the firms (Davidson, 2003; Koutroumanis & Alexakis, 2009; Ogbonna & Harris, 2002).

Deal and Kennedy (1982) emphasized on the strategic prominence of organizational culture that offers employees to be strategic partners of the firm which can enhance their effectiveness through teamwork and communication. The common

theme is that to achieve and sustain high level performance, organization needs a constructive work setting that advance and leverage employees' knowledge, skills and abilities to generate value (Eileen, Jody & Carrie, 2011). Further, scholars claimed that research to understand the relationship between organizational culture and effectiveness is also partial due to unfortunate measures of effectiveness (Fey & Bjorkman, 2001; Fey & Denison, 2003). Researchers have found that organizational culture has an effect on effectiveness and efficiency of employees and overall organization (Clugston et al., 2000; Wasti, 2003). Therefore, it seems that organizational culture plays an important role in promoting individual and organizational effectiveness. On the contrary, few of the studies have discouraged the incorporation of culture research with other concepts of organization theory including 'effectiveness' which are mainly argued in terms of variables, dimensions, causes, or effects (Denison & Mishra, 1995). Several authors have maintained their argument that culture should not deliberate as a 'variable' with "outcomes" (Sackmann, 1991; Siehl & Martin, 1990). Consequently, the literature transmits a message about epistemology as well as substance.

According to Manetje and Martins (2009) 'research highlighted that organizational culture produces high level of commitment and performance'. Fey and Denison (2003) argued that by engaging all level of employees into strategic decision making organization can get commitment of employees and they feel a strong sense of ownership which ultimately affect their work and achievement of organizational goals (Katzenbach, 1993; Spreitzer, 1995). However, previous studies have found the link between organizational culture and effectiveness (Clugston et al., 2000; Wasti, 2003),

yet none of the studies have seen effectiveness in HR perspective. All of previous studies have focused effectiveness in economic perspective in organizational point of view (Camerer & Vepsalainen, 1988; Barney, 1986). Although, some of the studies have established the argument that organizational culture may have an influence on employees' attitudes (Wagner, 1995; Saeed & Hassan, 2000) which ultimately impact HR effectiveness. Understanding of organizational culture and its impact on HR professionals' effectiveness is still at its infancy stage (Uddin et al., 2013). Since culture has a tremendous positive impact on employees (Sadri & Lees, 2001), yet, it was important to study the role of organizational culture in enhancing HR professionals' effectiveness.

3.6 The Moderating Role of High Performance Work Systems

3.6.1 The Role of Moderator

According to Sekaran and Bougie (2011) moderator is an interacting term which is believed to arise when the correlation amongst predictor and criterion variable or exogenous and endogenous variable is unexpectedly weak or there are inconsistent links or even no correlation whatsoever, hence, the moderating variable is obtained to strengthen or weaken the correlation. The moderating variable could be in the form of qualitative, such as; gender, race, level of awareness, or quantitative, such as; weight, salary, blood count (Abubakar & Ahmad, 2013). In several studies on the relationship between independent and dependent variable, it is argued that the moderating variable is found to play a significant role (Chenhall & Brownell, 1988; Krasner, 1982).

Established on the above definition and the discrepancies that exist in the previous literature, it is evident that high performance work system can be introduced to moderate the relationship between human resource development and organizational

culture with HR professionals' effectiveness. Previous literature affirms the effect of high performance work system on HR professionals' effectiveness (Dyer, 1993; Levine, 1995; Pfeffer, 1994; Purcell et al., 2003; Ryu & Kim, 2013). Further, Ryu and Kim (2013) recommended that the upcoming researches should test the moderating influence of high performance work system with HR effectiveness in different cultural and instrumental environments.

3.6.2 Definition of High Performance Work System

The definition of high performance work system depends on industry and background (Bartram et al., 2007; Stanton et al., 2010). However, Huselid (1995) referred to high performance work system as a system which comprises rigid staffing protocols, managing performance, incentive management systems, and training & development activities that are intended to obtain, polish, and highlight employee skills and behaviours essential to implement the firm's competitive strategy.

3.6.3 Components of High Performance Work System

In the most comprehensive package of high performance work system, it is found that high performance work system includes ten components which are; selective hiring, training and development, contingent reward, security, effective teams, decentralized decision making, decreased status differences, information sharing, transformational leadership, high-quality work and also measurement of management practices (Zacharatos et al., 2005).

3.6.4 High Performance Work System and HR Professionals' Effectiveness

High performance work system are assumed to have an effect on performance by improving employees' KSAs and commitment and also through making them

available the information and prudence necessary to make the most of their skills and commitment in completing their jobs (Guthrie, 2001; Huselid, 1995; Preuss, 2003). That is, employees are empowered to accomplish organizational goals through effective HRM that promote increased information flows and decentralization of decision making power, leading to greater productivity (Zacharatos et al., 2005). High performance work system is a perception where organizations are determined to attain its objectives and mission by people. Therefore, it grasps employees as an invaluable asset. Organizations may enjoy the latest equipment with the modern technology, but that equipment is inadequate without an innovative, well trained, highly motivated, and competent employees which is probable through the execution of high performance work system. Extensive evidence has shown that high performance work system is positively related to individual and organizational performance (Batt, 2002; Batt, 1999; Delaney & Huselid, 1996; Youndt et al., 1996; Macduffie, 1995; Snell & Youndt, 1995). With regards to this study, high performance work system has been considered as the moderating variable. Many scholars (Stanton et al., 2010; Bartram et al., 2007; Zacharatos et al., 2005; Purcell et al., 2003; Huselid, 1995; Pfeffer 1994) had studied high performance work system as independent variable to enhance employees' and organizational effectiveness. However, in this study high performance work system has been adopted as moderator which is presumed to moderate the relationship between human resource development and organizational culture with HR professionals' effectiveness.

Shih, Chiang and Hsu (2006) used the term 'high-performance work practice' refers to a set of HRM practices that can enhance firm performance which includes

financial performance and HR professionals' effectiveness. Furthermore, in their study they have found little evidence with the intention of high performance work practices may affect positively on HR professionals' effectiveness since results of their study shows consequence of high performance work system is higher with relation to HR professionals' effectiveness than financial performance of the company. Similarly, Ryu and Kim (2013) comprehend significant correlation of high performance work system with HR effectiveness. Additionally, they have highlighted that the adoption of high performance work system can significantly enhance HR professionals' effectiveness. Many researchers in the past suggested that company's espousal of high performance work system can have an economically and statistically significant impact on employee behaviours, such as; turnover, productivity (effectiveness), or corporate financial outcomes (Delaney & Huselid, 1996; Guthrie, 2001; Huselid, 1995; Ichinowski, Shaw & Prensushi, 1997; Koch & McGrath, 1996; Levine, 1995; MacDuffie, 1995; Pfeffer, 1994; Youndt, Snell, Dean & Lepak, 1996).

HR professionals' effectiveness is the consequence of high performance work system since it empowers the employee to exploit their competencies effectively. As Purcell et al. (2003) argued that HR might have an influence on performance by leading or contributing to the expansion by the means of an effective implementation of high performance work system which explicitly concerned with job and work design, flexible working environment, resourcing, employee development, rewards and by giving employees the freedom of expression. Consequently, it is seen critical that how organizations might custom high performance work system as a competitive instrument within and across the industries (Batt, 2002; Boxall, 2003). Overall, high

performance work system can be seen as an important strategic device by mean to develop and sustain core competencies, and as an essential circumstance for strategic execution (Dyer, 1993; Pfeffer, 1994; Levine, 1995). The fundamental argument of high performance work system is that organization can create conducive environment in workplace with the intention to motivate employees to achieve the organizational goals (Whitener, 2001). Furthermore, developing HR competencies, providing employees an opportunity to grow in the organization along with participative working environment, teamwork and fairness and consistency in management practices can enhance the effectiveness of HR professionals which is likely by implementation of high performance work system.

Organizations which implement high performance work system infrequently recognized as per high involvement and high commitment organizations. These organizations practice a unique managerial approach that permits high performance through people (John, 2001). This managerial approach embraces rigorous staffing procedures, job redesign, employee participation, employees' development programs, and unconventional approaches to compensation (skill-based pay and group incentive compensation). These elements of high performance work system are extensively assumed to increase organizational performance by their influence on employees' competencies, flexible authority, and motivation (Bailey, 1993; Combs, Liu, Hall & Ketchen 2006; Delaney & Huselid 1996). In addition, they indicate a tactical approach to human resource development and deployment, which put emphasis on the necessity to advance a highly capable, highly flexible, and highly encouraged labour force in

addition to HRM system that endorses creativity and inventiveness among employees. In simple words, it is an *'idea about how to gain profit through people'* (Pfeffer, 1998).

Butler, Felstead, Ashton, Fuller, Lee, Unwin and Walters (2004) contended that in distinction with the growing research on organizational outcomes there is less systematic data available concerning employee experiences of high performance work system. However, the connection between high performance work system and organizational goals is strongly moderated by the employees, it is essential to re-focus devotion on the workers (Guest, 2002). Study by Harmon, Scotti, Behson and Farias (2003) indicated a positive correlation between high performance work system and employee behaviours with the mediating relationship of employee satisfaction provoking the observation that 'high involvement work systems' may be acceptable both in humanistic and financial terms. Harmon et al. (2003) findings support Guest's (2002) findings which affirm that there is reliable evidence that employees respond positively to practices linked with high performance work system. However, findings of Harley (2002) stimulated that high performance work practices do not create much differences to employees either way.

Evans and Davis (2005) claim that work practices for example; selective recruitment and selection, self-managed teams, dispersed decision making, wide training, flexible job assignments, open communication and performance-contingent compensation are the dimensions of high performance work system. These key dimensions of high performance work system influence employee's positive attitude and behaviour and ultimately helps organizations to achieve employees' effectiveness. The adoption of high performance work practices can be viewed as a strategic outlook

taken by the HR department to create HR by means of a business partner in the organization through implementing an extra critical role in certifying the competitiveness and successfulness of the organization. Referring to the RBV, firms which possess superior resources might be able to perceive and execute distinctive strategies that competitors can't imitate easily (Barney, 1991). As rivals permit to replicate the superiority of physical and financial resources, experts and scholars have focused on the distinctiveness of HR as an aspect that can bring firm's sustainable competitive advantage (Barney, 1991; Barney, Wright & David, 2001). Moreover, Barney (1995) contended that the effective HR practices deliver organizations their finest way for instituting vital competitive advantages, however, such old-fashioned HR practices can't bring the best out of employees and organizations to strive in global environment anymore. Therefore, currently organizations are looking for novel systems which can satisfy employees and enhance productivity, but which HR practices construct under high performance work system entities this debate is still going on (Bashir, Jianqiao, Zhang, Ghazanfar, Abrar & Khan, 2011).

Previous researchers have recognized the impact of high performance work practices on efficiency consequences, for instance, worker's productivity and equipment consistency (Youndt et al., 1996; Ichniowski et al.1997), on financial performance and profitability (Huselid, 1995; Delery & Doty, 1996) and on a wide range of additional performance outcomes (Appelbaum et al., 2000; Bartel, 2004; Wright & Gardner, 2006). Even though numerous researchers have stated diversified results on the subject of performance differences linked with these work practices (Cappelli & Neumark, 2001), but studies done by (Cutcher-Gershenfeld, 1991; Collins

& Clark, 2003) have found that such practices clarify substantial performance among high-tech firms.

High performance work practices can have significant impact on performance. It fosters development of human resource and it also creates a performance gain for organizations through progressions, for instance, enhanced employee skill development and better customization by employees in service industries (Batt, 2002; Fried & Hisrich, 1994; Gibbert, 2006; Snell & Dean, 1992; MacMillan, Zemmann & Subbanarasimha, 1987). Similarly, high performance work practices improves the enthusiasm and assurance of employees, and builds an organizational and labour-management climate that engages employees in problem solving and performance improvement (Appelbaum et al., 2000; Osterman, 1988; Tsui, Pearce, Porter & Hite, 1995). Additionally, high performance work practices constructs organizational social capital, which enables knowledge sharing and the coordination of work, and therefore increases performance (Gittell, Seidner & Wimbush, 2009; Gittell, 2000; Leana & Van Buren, 1999; Levin & Cross, 2004; Nahapiet & Ghoshal, 1998; Tsai & Ghoshal, 1998). Research in settings from public schools to airlines has revealed the additional assistance to be understood when work practices encourage the concurrent development of human and social resource among employees (Gittell, 2009; Gittell, 2000; Leana & Pil, 2006; Pil & Leana, 2009). Implementation of high performance work practices should increase the trust to the extent that such practices are seen by employees by way of indicating managerial capability, moderate their sensitivities of susceptibility or threat, and such practices are viewed as in the best of worker's interest (Macky & Boxall, 2007). Regardless positive evidence of the effectiveness of high

performance work system, research studies up till now point out that the implementation of these types of practices is slightly limited and infrequent (Godard, 2004; Posthuma, Campion, Masimova & Campion, 2013; Roche, 1999).

3.7 The moderating role of High Performance Work System in the relationship between Human Resource Development and HR Professionals' Effectiveness

Selvarajan, Ramamoorthy, Flood, Guthrie, MacCurtain and Liu (2007) shows that human resource development leads a way for better innovativeness and in return it propositions constructive inferences on performance. Diversified human resource in terms of KSAs also called as “competencies” can be significantly important as it enables employees and corporations to be extra creative and innovative for long term persistence in their global and worldwide markets (Grossman, 2000). For the time being, performance ‘individual or organizational’ and human resource development can also be seen in the background of high performance work system (Hsu et al., 2007). It is claimed that the development and prominence on the human resource development will result in high performance or somewhat high performance work system. It has been recognized as an operational means of promoting human resource within an organization (Wang & Chen, 2013). Such as, by distinguishing suitable applicants from unsuitable ones, inclusive recruitment practices improve the quality of human resource development and therefore adds to the organization’s stock of human resource (Wright et al., 1995). An organization can achieve advanced level of human resource through comprehensive training, which may vigorously improve the employees’ KSAs critical for development (Snell & Dean, 1992). Moreover, employees might put extra efforts into emerging job-associated knowledge if the remunerations are connected to the achievement of such knowledge. Consequently, we can anticipate a promising

development of human resource overall through the implementation of high performance work system (Wang & Chen, 2013).

High performance work system is a detailed arrangement of 'HR practices, work structures, and processes that make the most of employee knowledge, skill, commitment and flexibility' (Bohlander & Snell, 2004). While Nadler, Gerstein and Shaw (1992) clarify that the high performance work system is an organizational structural design that takes along work, individuals, technology and information in a way that increases the correspondence of fit among them in order to create high performance in terms of the actual response to customer requirements and other environmental demands and opportunities. Generally, high performance work system can be seen as an essential strategic tool by mean to develop and sustain core competencies, and as an important circumstance for strategic execution (Dyer, 1993; Levine, 1995; Pfeffer, 1994). Competencies are employees' personal characteristics such as; KSAs, along with attitudes, behaviours as well as social objects that are related to actual and innovative performance on the job (Boyatzis, 1982; Dubois & Rothwell, 2004; Gangani, McLean & Braden, 2006). However, Ulrich et al., (2008) support it by claiming that competencies denote to the knowledge, skills and behaviours verified by individuals for attaining their work effectively.

HR system possibly can add to sustainable competitive advantage by enabling the growth and deployment of organizational competencies (KSAs) and how HR system may be the source of competitive susceptibility by adding to the damage of organizational competencies and/or avoiding the utilization of those competencies (Lado & Wilson, 1994). High performance work system as strategic tool positively

adds to a firm's efficacy by prompting distinctive or collective behaviour. The fundamental argument of high performance work system is that organization can create conducive environment in workplace with the intention to motivate employees to achieve the organizational goals (Whitener, 2001). Despite the fact Appelbaum et al. (2000) put into words that by studying employees' attitudes and behaviours using workplace practices can assist researchers to get into the black box between inputs and outputs. Employees in the firms rely upon their knowledge, skills, capabilities, social networks, and competitive instrument (HPWS) to be productive and increase value (Maglio, Srinivasan, Kreulen & Spohrer, 2006).

Human resource development, which is essential behaviour to grasp the mandatory level of HR professionals' performance, in permutation with efficient organizational management, therefore, it turned out to be a key factor of success and consequently also a competitive advantage. Manager needs to retain such characteristics which most frequently linked with the description of effectiveness permissible to be more effective in the firm. In conformity with the resource-based view of the firm, it is required for organizations to classify, evaluate and improve key HR professionals' competencies permitted to achieve an adequate level of competitive advantage. Competencies relate to such abilities which are required, to accomplish a specific task, to have certain general and specific knowledge, skills, abilities, and attitude to be competent in the specific work related area. However, it is anticipated that developing human resource is vital for attaining the required level of effectiveness. In addition, Dickson, Noveski and Hamidi (2011) have revealed the importance of enhancing skills at individual, group or organizational level as they stated that:

“Employees in service firms need people-related skills that are based on the following: a need to improve employee’s productivity and innovation, the unique nature of work, and the role of human/intellectual resource as a competitive advantage”.

Galperin and Lituchy (2013) underlined there are numerous issues that must be reflected concerning the delivery of high quality services when service firms grow worldwide. First, service firms need to understand the meaning of service quality in other cultures to offer apt quality service. Secondly, service firms whether solely retained subsidiaries or transnational joint ventures must take into consideration the host country’s societal background and cultural values (Lituchy & Barra, 2008; Tiessen, 2004). Such as, if expatriates working for service firms do not have understanding of their native culture, they possibly will not be capable to provide quality services (Tse & Ho, 2009). Ulrich and Brockbank (2005) indicated that HR professionals master the knowledge of exterior realities of today’s business environment. In addition, it is observable and measureable to expand the employee’s performance effectiveness. Therefore, it is essential for HR professionals to be a dynamic players and associates of business, and it is also important for them to develop human abilities and organizational capabilities that allow an organization to compete now and in the future. Hammonds and Berkley (2006) revealed that there is a large gap concerning the abilities of individuals functioning in HR and the business intellect required for them to become a successful strategic partners in a business organization.

3.8 The moderating role of High Performance Work System in the relationship between Organizational Culture and HR Professionals’ Effectiveness

Organizational culture is an important substance in the field of management and business in the last few decades because of its potential to effect a variety of

desired outcomes for instance commitment, loyalty, turnover intention, effectiveness and satisfaction at organizational and even individual level (Chow, Harrison, McKinnon & Wu, 2001). Similarly, there is consent that organizational culture is a management philosophy and a technique of managing people inside the organizations to expand their inclusive effectiveness and performance (Kotter & Heskett, 1992). Previous research has evidenced that organizational culture or corporate culture is capable to influence the thoughts, feelings, and interactions of employees with their organizations along with organizational performance (Saeed & Hassan, 2000). Moreover, values affect the preference for effectiveness of HRM practices (Ferris et al., 1999).

Highly effective organizations own a culture that inspires employee involvement that ultimately leads to employees' productivity which is an apt performance measure including both efficiency and effectiveness. Consequently, employees show willingness to become involved in goal setting, decision-making or problem resolving undertakings, which successively lead to greater employees' performance (Hellriegel, Slocum & Woodman, 1998). There is indication that participatory culture substantially influence on employees' behaviours, additionally, participation has a robust influence on both job satisfaction and productivity however its influence on satisfaction is rather stronger than on productivity (Bhatti et al., 2007).

The vital reasoning of high performance work system is that organization can create conducive environment in workplace with the intention to encourage HR professionals to attain the organizational objectives (Whitener, 2001). Environment is fundamentally to some extent is the culture or attitudes of an organization, that is why,

it contains all those features which are slightly linked with constructing of a working environment. All such features can be acknowledged as working conditions. Similarly, it also comprises working timetable and nature of tasks allocated in addition to the aptitude, easy excess, personal space, communication and assistance between employees (Rana, et al., 2009). At this time, several organizations are implementing or preparing to implement reward and recognition programs considering that it will help them bring about the desired cultural change (Milne, 2007). This justification is grounded on the hypothesis that these types of incentives intend to encourage employees' loyalty, foster teamwork and eventually enable the expansion of the preferred culture that inspires and provisions knowledge sharing.

3.9 Human Resource Development, Organizational Culture, High Performance Work Systems and HR Professionals' Effectiveness: The Gaps in the Literature

With respect to the factors relating to HR professional effectiveness, it is found that there have been very few studies that analyse the effect of human resource development and organizational culture on HR professionals' effectiveness. Study by Ahmad et al., (2014 & 2013) on HR professionals' effectiveness highlighted that HR professionals' effectiveness is still recent phenomenon and it still needs to be addressed in different contexts. Further Ahmad et al., (2014) pointed out that the reflection of weakness of the HR professionals' traits and competencies (Knowledge, skills, and capabilities) in Pakistan have also been witnessed and anticipated as an obstruction to organizational effectiveness. However, previous studies (Hamlin & Stewart, 2011; Malik et al., 2011; Koutroumanis & Alexakis, 2009; Davidson, 2003; Ogbonna & Harris, 2002; Denison & Mishra, 1995) have focused more on

effectiveness towards organizational perspective rather than HR professionals' perspective.

HR professionals' effectiveness has been acknowledged with less consideration from earlier studies. Very few studies (Wright et al., 2001; Baron & Kreps, 1999; Boxall, 1996; Huselid, 1995) have associated HRM practices with organization's performance relatively than HR professionals' effectiveness. Researchers' contributions were in many forms. First the study concentrated on the HR professionals' effectiveness as an emphasis of the study. Additionally, organizational culture as an important variable has been taken as supplementary variable to study the HR professionals' effectiveness. Furthermore, high performance work system as a significant contribution in terms of moderator has been introduced. As well as researcher applied mixed-method to show methodological contribution as earlier studies only have focused on quantitative approach. The researcher's main objective was to classify the relationship between HR professionals' effectiveness and the behavioural and cognitive antecedents on both at an individual and organizational level. Consequently, this study contributed to the HR professionals' effectiveness literature by examining the relationship between human resource development, and organizational culture that have received less responsiveness from the previous researchers.

Prior studies on HR professionals' effectiveness have been done mostly on the either manufacturing sectors (Abdullah et al., 2011; Han et al., 2006; Long, 2009; Ulrich et al., 2007) or either banking sector (Ahmad et al., 2013), none of the study considered telecom sector which is the fastest growing sector in Pakistan (Malik et al.,

2012; Ali et al., 2010). Thus, current study intended to fill the theoretical and practical gap by investigating the influence of human resource development and organizational culture on HR professionals' effectiveness with the moderating role of high performance work system in the Pakistan telecom sector. Since, previous empirical research studies on HR professionals' effectiveness have been developed and tested in western context, the findings of those studies might not be valid in the setting of developing countries like Pakistan, Sri Lanka and Bangladesh. This is due to the diverse research settings, distinctive culture and dissimilar practices along with diversified nature of human resources.

3.10 Theoretical Background

3.10.1 Underpinning Theory– Resource-Based View

Researcher has used Resource Based-View (RBV) of the firm as an underpinning theory for the current study by way of HR professionals as a source of competitive advantage for the firm. As Barney (1991) has underlined that it is essential for any resource to add value to the organization. However, that value must be rare, unique and there should not be an adequate replacement for the resource (Barney, 1991). This is an individual who reflects as human resource in which the firm invests through training and develop their knowledge skills, and abilities to enhance their potential and accomplish their tasks more effectively, which ultimately add definitive value to the firm in the form of competitive edge in their environment. Therefore, it is perceived that HR professionals can add value to the firm's competitive advantage through their knowledge skills and abilities. According to RBV it is HR professionals' main responsibility to enable the organization's corporate objectives through people

since they are the ones who contribute to the organizational goal (Priem & Butler 2001).

Many researchers have used RBV frequently in their studies (Han et al., 2006; Ulrich et al., 2008; Wright et al., 2001). The acceptance of the RBV within the SHRM literature as a substance together with theoretical and empirical examinations perhaps exceeded than what anybody has anticipated (McMahan, Virick & Wright, 1999). Further, the submissions and implications of the RBV within the text of strategy have directed to an increasing convergence among the discipline of SHRM and strategic management (Snell, Shadur & Wright, 2001).

RBV has contributed enormously in the field of HRM (Wright et al., 2001). The stress on HR professionals' effectiveness is vital for an organization's success. However, there is no uncertainty that there are old-fashioned resources of effectiveness, for instance, natural resources, technology, infrastructure and so forth that construct value for the organization, yet the argument of RBV is that these sources are easy to replicate. To the extent that HR professional is concerned, it does not only add value to the organization because employees have different proficiencies and motivation level which if used effectively will result in competitive advantage of the organization which is difficult to imitate. Furthermore, HR is also infrequent resource because it is really challenging to find employees with similar skill-set, mind-set and cultural-set in the organizations. Simple argument is that employees' skills are likely to be the source of competitive edge. Their unique skills are difficult to replicate by others, at least in the short term. Additionally, replacing HR is very challenging because not everyone has the identical sort of skills, who can adapt to the diverse states

and technologies and those who are capable of adding value (Cardy & Selvarajan, 2006; Haslinda, 2009; Shewchuk, Connor & Fine, 2005).

Additionally, few scholars (Wright, Dunford & Snell, 2001; Wright & McMahan, 1992) in SHRM field are more concerned in exploring the human capital resource as a mediator between HR policies and performance. The proposition that firm-level resources at large are connected with sustainable competitive advantage (Peteraf, 1993; Rumelt, 1984; Wernerfelt, 1984) quickly led to the intention that human resource is a resource that organizations can leverage to attain competitive advantage (Barney, 1991).

RBV explicates that an organization may expand performance advantage through distinctive resources it retains in terms of HR practices as one system. Furthermore, RBV recommends HR systems can contribute to sustainable competitive advantage through facilitating the development of competencies (KSAs) that are firm specific, produce composite social relationships which are entrenched in a firm's history and culture, and generate organizational tacit knowledge (Barney, 1992; Reed & DeFillippi, 1990; Wright & McMahan, 1992). The effect of high performance work system on performance can be described using RBV (Barney, 1991). Richard and Johnson (2001) have applied RBV to inspect the effectiveness of HR experts (professionals). They have viewed the roles of relative factors on HR effectiveness. They have adopted diverse terms but usually the factors can be recognized to the leaders (executives), organizational support and reward system (Drew & Bensley, 2001).

Inyang (2010) claimed that the essential notion of the RBV of the firm is resource heterogeneity. This identifies that the resources that organizations have are unlikely to be identical. These resources help organizations to achieve sustainable competitive advantage must encounter four requirements. They must be valued, exceptional, unique and non-compatible. Snell, Youndt and Wright (1996) claimed that HR comes across these four requirements. Therefore the incorporation of HR practices, their competencies and suitable strategies can create a sustainable competitive advantage for the organization and hence HR is the most robust source of competitive advantage in the firm.

In the strategic literature, the RBV has positioned “people” (or HR of a firm) on the radar screen. Concepts for instance, knowledge (Argote & Ingram, 2000), vibrant competence (Eisenhardt & Martin, 2000; Teece, Pisano & Schuen, 1998), learning organizations (Fisher & White, 2000), and leadership (Finkelstein & Hambrick, 1997) as foundations of competitive advantage turn devotion towards the connection of strategy and HR issues. HR managers are exclusively appropriate to categorize strategic HR issues as opportunities and threats, which is an essential step in the strategy development process (Dutton & Jackson, 1987). As Barney’s (1991) has drawn the elementary theoretical model and measures for sources of sustainable competitive advantage, the RBV theory has become most frequent philosophy in the discipline of SHRM, both in the expansion of theory and the foundation for empirical research (McMahan, Virick & Wright, 1999). Consequently, in this study researcher intended to use RBV as a foundation to explain the relationship of human resource

development, organizational culture and high performance work system with HR professionals' effectiveness to accomplish sustainable competitive advantage.

3.10.2 Supporting Theories

3.10.2.1 Social Exchange Theory

The basic postulation of social exchange theory (SET) is that individuals expect mutual benefits by others and they inaugurate and carry on their social relationships on the basis of their expectations. Many researchers have adopted SET as their theoretical underpinning to recognize the employer – employee relationships (Coyle-Shapiro, Jacqueline & Conway, 2005). SET propositions that employees feel obliged to recompense the organization through constructive attitudes and proper behaviours if they get immense level of organizational support from them (Coyle-Shapiro et al., 2005). In reality, employer-employee relationship is grounded on the implied compulsion and trust (Tansky & Cohen, 2001). It states that employees are enthusiastic to show constructive behaviours which lead to better performance if they feel that organization value their needs and support them through developing them and by providing conducive workplace environment (Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades, 2002). Hence, researcher proposed SET to explain the direct relationship of human resource development and organizational culture with HR professionals' effectiveness.

3.10.2.2 Human Capital Theory

Human capital theory (HCT) emphasis on decisions related to investment which individuals experience while seeing acquirements of new knowledge and skills (Ashenfelter & Krueger, 1994; Ashenfelter, 1978). HCT enlightens the development

of earnings and employment as a function of competencies and skills, and it might be functional to any economic sector (Becker, 1993). Therefore, HCT pursues to clarify the improvements of education and training as a procedure of investment in HR. HR is defined as pool of human capital in direct employment relationship (Wright, McMahan & McWilliams, 1994). On the other hand, HR practices are organizational activities directed to manage pool of human resource and then ensure that such human resource is engaged towards the execution of organizational goals. This process identifies two aspects of HR. First, knowledge, skills and abilities built-in inside the individuals, that structures the organization. Subsequently, if the characteristics of individuals can be utilize effectively through prolific and constructive employee behaviour so that would create value to the firm. Human resource development is viewed as one of the organizational resource, which eventually enhances value and provides effectiveness which leads to the organizational success. On the other hand, academic attention in human resource development is experiencing a typical change, with improved effort to comprehend human resource as a macro-level paradigm. This standpoint attracts on RBV (Barney, 1991) to postulate that developing human resource could be a basis of sustainable competitive advantage (Barney & Wright, 1998; Kraaijenbrink, 2011). The foremost suggestion is that people are reflected as a form of resource for development (Becker 1993; Benhabib & Spiegel 1994; Engelbrecht 2003; Hendricks 2002). Hence, it is essential to outline human resource at the micro level. Human resource development is an employees' stock of knowledge, skills, abilities and other characteristic (KSAOs) that can be improved by tools like education, training, and experience. Human resource offers an auspicious basis of

competitive advantage in the RBV of the firm (Coff & Kryscynski, 2011). Torrington, Hall and Taylor (2008) enlightens that human resource indicates the combined intelligence and experience of staff as a source of competitive advantage that cannot be imitated by rivals. This theory has implications thus for attracting, engaging, rewarding and developing people in organizations. The theory has cross cutting significance in HRM practices. Therefore, this study used HCT to explain the direct relationship of human resource development with HR professionals' effectiveness.

3.10.2.3 Goal Theory

According to Mullins (2010) the goal theory (GT) has implications for managers "HR professionals". It explains that by identifying performance goals managers may direct behaviours and maintain motivation which may lead to better performance. To affirm high performance, performance goals must be challenging but realistic. Moreover, it is vital to give feedback to assure high performance and feedback should be given by inspection of goals accomplishment and if there is any need for amendment of goals. Finally, when goals have been set already by managers, then execution of those tasks along with achievement of goals should be supreme prominence. The process of goal formulation can be useful for organizations so they can design a performance management system (PMS) which is appropriate and which also ensures high performance. This theory has implication for HR professionals to achieve effectiveness by identifying performance goals. However, researcher has used goal theory to support the framework of this study.

3.11 Summary

This chapter has presented a pertinent discussion on the relevant concepts and theories linked to HR professionals' effectiveness, human resource development and organizational culture. This is followed by a discussion on the moderating role of high performance work systems. Further, literature on direct and moderating relationships have been offered. Moreover, chapter ends with a brief discussion on underpinning and supporting theories.



CHAPTER FOUR

RESEARCH METHODOLOGY

4.1 Introduction

The following chapter offers the research questions and objectives, research paradigm and the research methodology that are established to accomplish the aim of this study. Initially the description of the preliminary research model was offered. An extensive literature review permitted researcher to develop a preliminary research model with independent variables of human resource development and organizational culture which significantly impact on HR professionals' effectiveness. Further, it shows the significance of high performance work system as moderating variable. Moreover, the chapter also discussed the research paradigms, research methodology and justification of a comprehensive description of the research process commenced by the study. This is followed by explanation of two phases of detailed studies qualitative and quantitative. Primarily, qualitative study was conducted to affirm the proposed initial model. Additionally, the formation of the hypotheses are discussed in the light of some momentous studies and tested through the quantitative study. Subsequently, it also discusses the development of survey instrument that is presented in a Table of measurement instrument with their respective sources. At the end, data collection procedure, proposed analysis technique and summary of the chapter are offered.

4.2 The Research Model and Variables

A tentative research framework was established built on comprehensive literature review and underpinning theories (see Chapter two). It comprises two predictors to evaluate their impact on HR professionals' effectiveness, human resource development and organizational culture. Earlier studies have identified positive influence of human resource development on HR professionals' effectiveness (Albanese, 1989; Quinn et al., 1996). Additionally, it is perceived that strong organizational culture enables employees' effectiveness (Skerlavaj et al., 2010). Moreover, Zawawi (2008) argued that organizational culture is not just a tool for dealing with people, it intends to create awareness or learning among employees. It also reinforces human activities and helps to clarify much of human behaviours.

In most of the studies it is seen that there is always a role performed by moderator or mediator in organizational relationship between the independent and dependent variables (Avolio, Zhu, Koh & Bhatia, 2004; Hofmann, Morgeson & Gerras, 2003; Piccolo & Colquitt, 2006). In this study, high performance work system is found to play a moderating role between the relationship of HR professionals' effectiveness with human resource development and organizational culture. Tentative research framework is illustrated below in Figure 4.1.

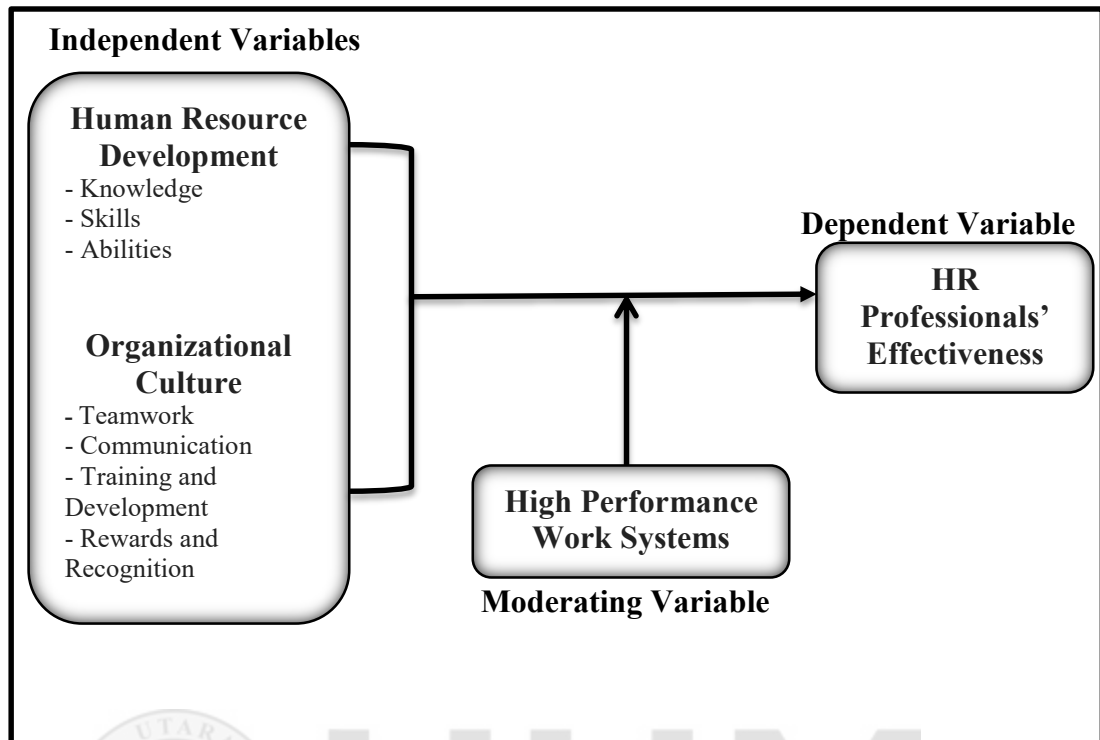


Figure 4.1
Initial Proposed Research Model

Initial research framework has been developed based on the extensive review of the literature and theories. However, it is anticipated that underpinning theory is resource-based view (RBV) of the firm as stated earlier, that explains the whole framework of the study by explaining the relationship of variables. RBV recommends HR systems can contribute to sustainable competitive advantage through facilitating the development of knowledge, skills and abilities of HR professionals that are firm specific, produce composite social relationships that are entrenched in a firm's history and culture, and generate organizational tacit knowledge (Barney, 1992; Reed & DeFillippi, 1990; Wright & McMahan, 1992). Furthermore, social exchange theory (SET) states that employees are enthusiastic to show constructive behaviours which lead to superior performance if they feel that organization value their needs and support

them through developing them and by providing them conducive workplace environment (Eisenberger et al., 2002). SET explains the link of human resource development and organizational culture with HR professionals' effectiveness. On the other hand, human capital theory (HCT) explains the correlation of human resource development with HR professionals' effectiveness as HCT is more concerned about attracting, engaging, rewarding and developing people within the organization. Finally, goal theory has been used in this study to demonstrate the importance of achieving targets. Simple argument is that HR professionals can be effective by identifying the performance goals and achieving them effectively.

4.3 Research Paradigm and Design

Research method, its paradigm and data collection techniques need to discover their foundation in the suitable pattern (Kuhn, 1970), and to be led by the research objectives. Research methodology can be in the form of quantitative or qualitative approach. Quantitative research approach is often used when the researchers intend to measure their objectives in terms of numbers. Whereas qualitative research approach is frequently used when the researchers plan to make verbal interviews to find out the feelings of the respondents about certain issue or circumstances. Neither one approach is better than the other regardless a comprehensive research generally includes both of the approaches in the research permitted to get better results. Though, in normal circumstances this is not always promising because of time and financial constraints.

4.3.1 Research Paradigm

In this section the research paradigm for the current study is described.

4.3.1.1 Definition of Research Paradigm

Tashakkori and Teddlie (2009) described “paradigm” as a worldview along with the several philosophical assumptions linked with that standpoint. Despite the fact, Morgan (2007) expresses worldview as the way in which world is experienced; this is grounded on beliefs, morals, values and aesthetics.

4.3.1.2 Types of Research Paradigm

Creswell and Plano-Cark (2011) recognized four worldviews which are the most frequently approved worldviews among scholars, which are; 1) Post-positivism, 2) Constructivism, 3) Participatory, and 4) Pragmatism. Furthermore, post-positivism is diligently linked with quantitative research. However, in this paradigm scholars make arguments established on a cause-and-effect reasoning, concentrate on such variables that can be interconnected, conduct comprehensive measures of variables, in addition to test and refine theories (Slife & Williams, 1995). Conversely, constructivism is usually connected with qualitative research. The key idea behind this paradigm is to recognize the human experiences, which propose that reality is communally built (Mertens, 2009). By this method of analysis, researchers discover the meaning of a phenomenon by the means of understanding participants and their subjective interpretations. On the other side, participatory paradigm frequently related with qualitative research and it is affected through political concerns. While researchers believed that the vital quality of participating worldview is that it is self-reflexive (Heron & Reason, 1997). Final paradigm is pragmatism, which emphasis on the concerns of research and it is pluralistic in nature. This paradigm approach is concerned with abductive reasoning which moves backward and forward among

induction and deduction (Morgan, 2007). Researchers with this paradigm support the idea of transferability and enquire whether whatever is learned in one setting can be functional in another.

4.3.1.3 Selected Research Paradigm

The research paradigm for this research is constructed on the positivist paradigm which investigates any phenomena objectively and that can be measured through collecting quantitative data. The aim of approving positivist paradigm is that the concepts recognized in the suggested research model may perhaps accurately be measured and perceived for additional precision and endorsement of variables. A constructivist approach was embedded inside the positivist approach. It has served exceptionally to reinforce the rationality of the first proposed model and allow revision to represent participants' views. Depending on the positivist approach, the hypotheses were developed constructed on theories and results recognized in previous studies.

4.3.2 Research Design

In this section the research methods which are available for the current study were described.

4.3.2.1 Definition of Research Design

Permitting to Kumar (2006), research design is a framework which includes a set of theoretical assumption which commences the process of collecting, analysing and understanding the information to answer the research question and such research design is a distinctive tool for exploring the research objectives.

4.3.2.2 Types of Research Design

Research design can be classified into qualitative, quantitative, and/or mixed-method approach. Qualitative research approach sometimes also called inductive reasoning or bottom up approach. This research approach is intended to collect qualitative information through observations, in-depth interview, case study and focus group interviews (Bhattacharjee, 2012; Mayers, 2009; Smith, Thorpe & Jackson, 2009). In qualitative research, there is some confrontation to explain the association between theory and research is slightly more uncertain than in quantitative research. Bryman and Bell (2011) claimed that qualitative results depend greatly on the researcher's frequently but unsystematic assessments about what is substantial and important, and correspondingly upon the close individual associations that the researcher often strikes up with the people studied. Indeed, subsequently qualitative approach often initiates in a comparatively open-ended technique. Qualitative (predominantly inductive) approach permits for identification of formerly unidentified processes, justifications of why and how phenomena arise, and the variety of their effects. Furthermore, it is repeatedly recommended that the scope of the results of qualitative research approach is limited.

Despite the fact that quantitative research approach anticipates to collect data in numerical form (Bhattacharjee, 2012; Mayers, 2009; Smith et al., 2009). Quantitative research approach also called deductive reasoning or top down approach. Moreover, Cohen (1980) defined quantitative research as social inquiry that engages the practice of empirical methods and empirical statements. Furthermore, quantitative approach is characterized by a kind of research in which phenomena are clarified by

gathering and examining numerical data by means of statistically based methods (Creswell, 1994). Quantitative (predominantly deductive) approach is ideal for determining extensiveness of identified phenomena and essential patterns of connotation, comprising inferences of causality (Pasick, Burke, Barker, Joseph, Bird, Otero-Sabogal & Guerra, 2009). The researchers believe that the appropriate research approach is the quantitative approach since in this approach the objective of the study is to develop hypothesis from existing theories. Especially Bryman and Bell (2011) claimed that quantitative approach can be illustrate as a research strategy that give emphasis to quantification in the process of collecting and analysing the data and that comprise a rational approach to the connection between theory and research in which the inflection is positioned on the testing of theories.

Since the advent of 21st century, theoretical attention has been shifted from qualitative or quantitative approach towards mixed method approach in the research of social sciences (Greene, 2008). Furthermore, many scholars admire this approach and expand it constantly (Tashakkori, 2009). A resolution has been originated during the last decade of 20th century where scholars have agreed to mix qualitative and quantitative approaches in studies (Tashakkori & Teddlie, 2009). The growth of mixed-method approach over the last two decades has been accompanied by a discussion over the foundation for combining two methodologies because it was earlier viewed as incompatible approaches. However, currently there is an agreement regarding both methodological groups in which mixed-method approach is encouraged (Tashakkori & Teddlie, 2010). It is claimed that the rationale of finding shown by one

approach by findings constructed on another approach can create more inclusive and valid results and significant answers to research questions (Greene, 2006).

Mixed-methods approach offers opportunities for the integration of a range of theoretical perceptions. Researchers (Greene, Caracelli & Graham, 1989) have identified four purposes of mixed-method approach, which are; 1) triangulation (conjunction and affirmation of results from different approaches), 2) complementarity (expansion, improvement or clarification of the results from one approach with the results of another approach), 3) development (results from one approach assist to advance or notify the adoption of the another approach), 4) expansion (spreading the extensiveness and range of analysis by means of different approaches for distinctive analysis mechanisms).

The growing realists reflect that whatever we are certain of now is merely an estimation of reality and that each and every new opinion gets us close to understand reality (Blackburn, 2005). Realism thus suggests a decent podium from which to embark on combined mixed-method approach (Olsen, 2004). Even though this standpoint is somewhat still exceptional, apart from in Europe (Creswell & Plano-Cark, 2011), the correspondence of mixed method approach to that of the realists should be renowned. Largely, in the research of social sciences, mixed method approach is progressing rapidly and it is involved with research practice, and further mixed method approach is acknowledged as the third main research approach in conducting research after qualitative and quantitative research (Campbell & Fiske, 1998; Olsen, 2004).

4.3.2.3 Selected Research Design

In the earlier section a brief discussion on the philosophical discussion of design is conferred. Mixed-method approach was proposed to achieve the research objectives of the study. However, in phase one researcher applied qualitative research approach to affirm the proposed constructs which contribute to HR professionals' effectiveness and in phase two measure the impact of those constructs through hypotheses testing. The significance of mixed-method approach can be derived from the notion that mixed-method research approach includes the deliberate collection of both qualitative and quantitative data and the permutation of the strengths of both to answer research questions. Moreover, it is distinguished that one data source "qualitative or quantitative" on its own is not enough, results must be explained and studied comprehensively, research must be improved by adding an additional method, theoretical standpoint must be advanced by the adoption of both methods, and problem must be studied through many stages of research that include numerous kinds of methods. Both approaches are appropriate techniques for recognizing the phenomena and can be combined (Tashakkori & Teddlie, 2009). The nature of current study was triangulation and complementarity. Through triangulation, initially the qualitative study affirmed the constructs, and increased the validity of 'hypotheses and survey results' by decreasing the integral method bias. Complementarity discovered the clarification of the results from one approach to the findings of another approach. It also increased the interpretability, relevance and validity of findings by the most out of one method strengths. However, in trying to achieve research objectives the current study embraced mixed-method research, which included interviews and field surveys.

In designing mixed-method research, some researchers (Molina-Azorin, 2007; Morse, 2003) identified two factors; priority and implementation of data collection (see Table 4.1). Priority indicates the prominence of researcher on one research approach selected for the study, which can be corresponding position or the dominance of one approach over another, while, in spite of implementation, it refers to the sequence used to collect data. Table 4.1 presents the types of mixed-method designs. As mentioned earlier, qualitative approach was used to endorse the validity of the concepts and then quantitative survey was applied to test the impact of those concepts through hypotheses testing. However, this research has given equal importance to both research approaches, consequently, there was no such dominant research approach over other. Both research approaches were treated equally to understand the phenomenon of the current study in better way. Hence, this research applied equal and sequential mixed-method design (highlighted in Table 4.1).

Table 4.1
Types of Mixed-Method Designs

		Implementation	
		Simultaneous	Sequential
Equal	Different	QUAL + QUAN	QUAL → QUAN QUAN → QUAL
		QUAL + quan QUAN + qual	qual → QUAN QUAN → quan quan → QUAL QUAN → qual

Source: Molina-Azorin (2007)

Note: The main approach appears in uppercase letters (QUAN, QUAL); and the complementary approach is in lowercase (quan, qual).

Sequential design permits scholars to triangulate the results from the distinct mechanisms of the research, thus letting them to approve, cross-validate and verify findings in a single study (Creswell & Plano-Clark, 2011). In reality one research approach can yield more prevailing results than the other. Figure 4.2 shows the research process.

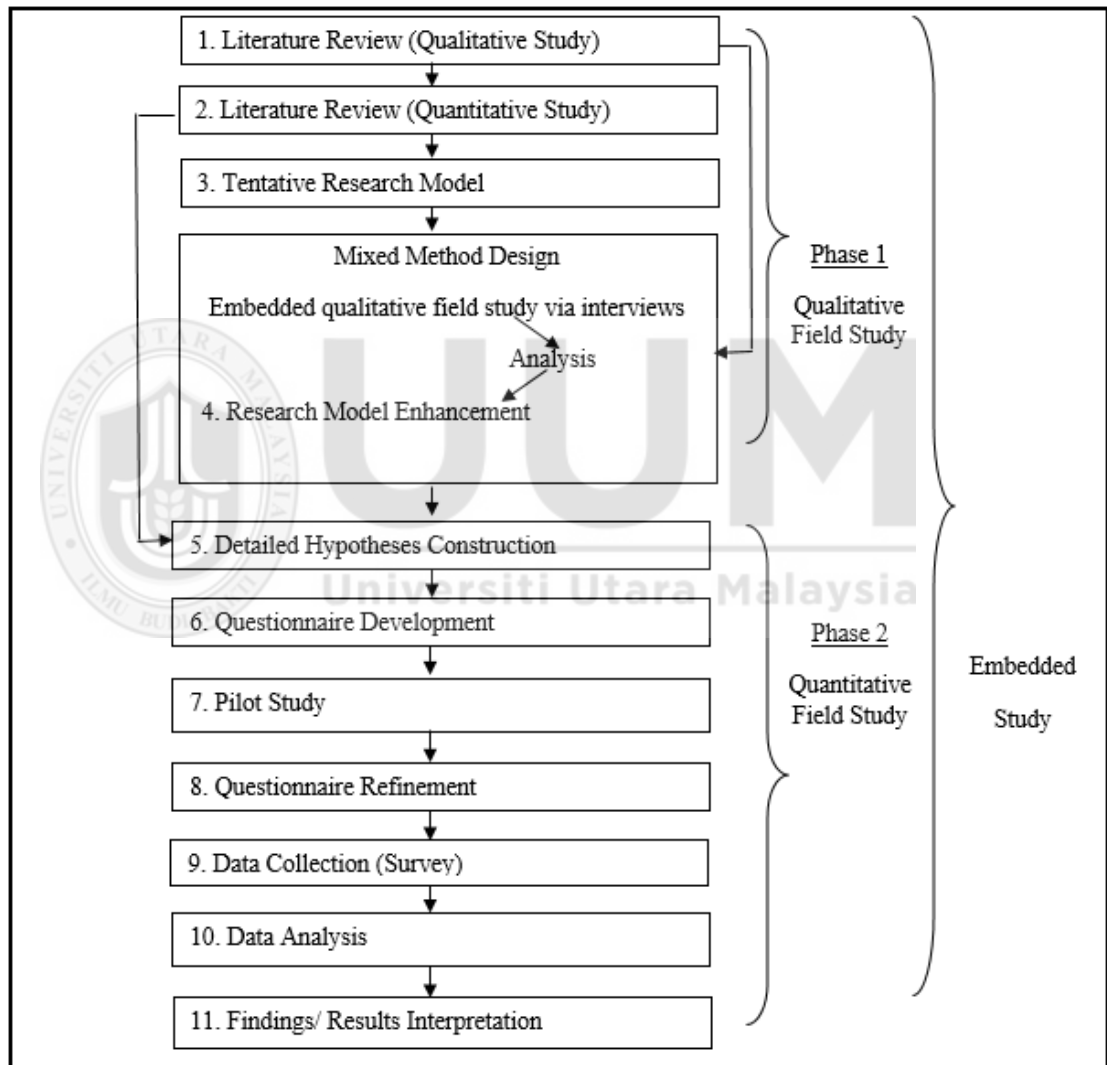


Figure 4.2
Research Method Process

4.4 PHASE ONE: Qualitative Study

This section clarifies the approval of the qualitative research to discover HR professionals' effectiveness by the direction of semi-structured interviews. Qualitative phase of the study intends to affirm the initially proposed constructs which contribute to HR professionals' effectiveness in the telecom sector of Pakistan. However, it was perceived that qualitative data will be collected from two HR managers/executives "HR specialists" of each telecom firm through semi-structured interviews. Aim behind this was to exactly point out the actual HR practices of each telecom firm from two different HR executives so information is more reliable. This is supported by Ahmad et al. (2014) who stated that HR managers should be studied in the near future researches of evaluating HR professionals' effectiveness. Semi-structured interview was approved in the current study as an instrument to become closer to the HR managers and to perceive the world from their views. The intention behind recommending semi-structured interview was to decrease the amount of contaminating or leading the interviewee in a specific direction. This has facilitated participants to tell researcher about their experiences willingly without any bias. The experiences shared by participants assisted researcher to get rich form of qualitative data that is pertinent with the current research. The aim of the qualitative field study was to answer the succeeding research questions:

- What is the level and internal process of HR professionals' effectiveness in the telecom sector of Pakistan?
- How human resource development plays a significant role in enhancing HR professionals' effectiveness in the telecom sector of Pakistan?

- What is the relative importance of organizational culture in relation with the HR professionals' effectiveness in the telecom sector of Pakistan?
- Does high performance work system exist in Pakistani telecom sector? If so, how they influence on HR professionals' effectiveness?

According to Hatch (2002), most of the qualitative field studies are implanted in the philosophies of subjective human experiences. An imperative challenge for scholars conducting qualitative field research is that they need to be able to keep previously defined ideas or patterns about the phenomena in the study, and yet at the same time stay reflective, fully present and involved (Moustakas, 1994). The phenomenon of HR professionals' effectiveness adjusts strongly into this model because it is through the interactions of individuals in the workplace, such as; interactions between colleagues along with supervisors and such individuals have established their opinions and feelings about the phenomenon under this study.

4.4.1 The Instrument: semi-structured interviews

Semi-structured interview was used as an instrument for this study. This included in-depth, open-ended and semi-structured questions which followed the guidelines of Whiteley, McCabe, Buoy, Howie, Klass, Latham and Luckeenarain (1998). Further, Sommer and Sommer (1992) proposed that a structured interview contains asking each and every participant the similar questions and it is to a great extent likely a questionnaire. While, unstructured interviews are directed without any prearranged set of questions and usually seem to be an extended conversations with irregular prompts by the researcher (Patton, 2002). Despite the fact that, semi-structured interviews fall in the middle of structured and unstructured interviews. It is

prepared in a set of pre-determined open-ended questions, by other questions evolving from the discussion between the researcher and the participants (HR executives). All of the participants were asked similar questions, linking to the variables to be certified (Morse, 2005) which are; human resource development, organizational culture, high performance work systems and also HR professionals' effectiveness.

The interview protocol has been developed through extensive literature review and based on the protocol used by past researchers (Becker & Huselid, 1998; Han et al., 2006; Lepak & Snell, 2002; Van Der Post, De Coning & Smith, 1997; Wang & Chen, 2013). The interview protocol is verified by the selected group of three practitioners (two from Malaysia and one from Pakistan) and two academicians (one each from Malaysia and Pakistan) for the reflection of the expert interpretations. However, practitioners and academicians have confirmed that interview protocol is appropriate for achieving the research objectives of the qualitative research. Moreover, it was refined based on the external validity checks by the experts who had enormous experience in the field of HR. These experts endorsed that the interview protocol predominantly was relevant to achieve the focal research objectives. However, the interview protocol was used as a guideline rather than a rigid structure; therefore, participants have been encouraged to explain their beliefs about key drivers which direct their effectiveness. The interview protocol is presented in Appendix A.

4.4.2 Data Collection Procedures

The method of data collection for the qualitative field research was semi-structured interviews by means of open-ended questions. Semi-structured interviews are usually constructed on a flexible procedure that offers a loose arrangement of open-

ended questions to examine experiences and attitudes (Pope et al., 2002). Convenient sampling technique has been used in the qualitative field study to ensure the robust and prompt information from the participants. As Zikmund (2003) suggested that this sampling technique has the ability to obtain extensive information quickly and effectively. Further Guest, Bunce and Johnson (2006) endorsed that for most research initiatives in which the purpose is to comprehend shared perceptions and experiences among a homogeneous group, six to twelve interviews should suffice. Moreover, they proposed that convenience sampling is the most commonly deployed form of non-probabilistic sampling technique, in which mostly sample size relies on the idea of 'saturation' or the point where no new information or themes are observed in the data.

Primarily, the researcher has established contacts with initial tier of HR specialists from telecom firms. Those participants who had shown willingness to participate into the research process were contacted to check their availability of date and time. Interviews have taken place at the offices of participants as per their comfort and a total of ten HR specialists were interviewed during the qualitative field study. Each interview was taken about 30 to 60 minutes and it was recorded by a Micro-audio recorder (MP3) with the consent of the participants themselves. Boyce (2006) stated that interviews permit a more comfortable atmosphere than questionnaire to collect data as individuals feel more relaxed with having a tête-à-tête with the researcher of their experiences at workplace. Additionally, the most relevant characteristic of an interview is that individuals answer the questions honestly and confidentially. Further, Morse (2005) distinguished that all interviews must be considered equivalent, and the information gathered should be compared and analysed item by item.

4.4.3 Data Analysis Technique

The most challenging thing in qualitative research was data analysis for the current research. Numerous tools and techniques were accessible in the literature; however, selection of tool(s) or technique(s) must be based on the objectives of the study. Since it is stated previously each interview was recorded through (MP3) recorder, consequently, the data was apprehended by interpreting the interview tapes (MP3) into the interview transcripts. Therefore, content analysis is an appropriate technique in analysing the interview transcripts. Furthermore, at the same time identification of the key elements has been done by way of detaining and getting the words and concepts of each variable from each of the relevant participant in the current study. Content analysis was carried out in two stages. First stage acts upon single interview transcripts, whereas second stage acts upon cross interview transcripts. After analysing the data, results were presented and explained into details in the mode of factors and variables (see section 5.2.2).

4.5 PHASE TWO: Quantitative Study

This section explains the acceptance of the quantitative research to discover HR professionals' effectiveness by the direction of survey questionnaire. Current study endeavours to determine the influence of human resource development and organizational culture on HR professionals' effectiveness through high performance work systems in the telecom sector of Pakistan. Hussey and Hussey (1997) claimed that the behaviours of human beings are able to measure objectively. However, current study assesses the direct relationship of human resource development and organizational culture with HR professionals' effectiveness in telecom sector of

Pakistan as well as the moderating role of high performance work system in such relationships. The aim of the study was to determine the relationships between a defined set of variables by means of survey questionnaire. It is an appropriate tool for quantitative research as it allows researchers to collect a large amount of data to recognize the factors that might or might not affect HR professionals' effectiveness.

4.5.1 Research Questionnaire Development

Questionnaire is the survey method often used to collect data about people's preferences, thoughts and behaviours in a systematic way. Bhattacharjee (2012) recommends that survey technique is suitable for descriptive, exploratory or explanatory research. This technique is appropriate for those studies which have individuals as the unit of analysis. Even though other units of studies, such as; groups and organizations are also analysed through surveys, but most frequently survey studies are adopted for specific person from every unit as a 'key informant'.

The survey questionnaire for the current study is drawn from the previous researches such as (Becker & Huselid, 1998; Han et al., 2006; Lepak & Snell, 2002; Van Der Post et al., 1997; Wang & Chen, 2013) as well as from the findings of qualitative phase of this study. Questionnaire has been adapted and modified appropriately for the better understanding of the respondents for the Pakistani context especially in the telecom sector environment. The reason for adapting instrument from these studies was that all of the measures have reasonable construct validity and reliability and it was projected that all of the measures will help researcher to achieve the research objective of the current study. The Cronbach's alphas (reliability) of these measures are; HR professionals' effectiveness (0.94), human resource development

(0.84 & 0.90), organizational culture (0.93), and high performance work systems (0.79 & 0.90). The questionnaire contained four parts; Part I) HR professionals' effectiveness as perceived by the managers comprised 36 items; Part II) human resource development and covered 21 items; Part III) organizational culture enclosed 12 items; Part IV) high performance work systems as a moderating variable embraced 9 items; and Part V) personal information of the respondents included 7 items. Hence, the survey questionnaire covers total 85 items to attain the objective of the study.

4.5.2 Construct Measurement

4.5.2.1 Details of the Survey Questionnaire

Part I) HR professionals' effectiveness is defined as the ability of HR professionals to achieve their goals set by the organization. Furthermore, HR professionals have attained the employees' expectations in their HRM roles and responsibilities and supported the employees' performance. HR professionals' effectiveness (dependent variable) is operationalized using 36 items. Out of which 25 items have been established from the qualitative findings and remaining 11 items have been adapted from the study of Han et al. (2006). However, the operational definition and measurement items of HR professionals' effectiveness are presented in Table 4.2.

Table 4.2

Operational Definition and Items for HR Professional's Effectiveness

Variable	Operational Definition	Measurement Items
HR Professionals' Effectiveness (Han et al., 2006)	HR professionals' concerned and are able to meet the goals that they set to do the HR work.	As HR professionals... 1. ...I always recruit candidates efficiently whenever it is needed in my organization.

-
2. ...I am always being responsive to meet the needs of the employees in my organization.
 3. ...I always provide useful information to my employees regarding HR issues in my organization.
 4. ...I always give value-added contributions to my organization's operational performance.
 5. ...I always play an effective role in building my organization's human resource to become a source of competitive advantage.
 6. ...I always propose HR policies, practices and procedures which always have been effective in supporting the job performance of the managers and employees of my organization effectively.
 7. ...I always develop effective HR policies, practices and procedures which support the organization's business plan.
 8. ...I always manage to improve my employees' motivation and morale in my organization.
 9. ...I always foster good values to provide support and services to my employees in my organization.
 10. ...I always meet the employees' expectations in performing HR roles and responsibilities in my organization.



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11. ...Overall I am satisfied with the support and services provided to the employees in my organization.

As specified previously, 25 items for the measurement of HR professionals' effectiveness have been established from the qualitative findings of this study. The purpose of extending/developing these measurement items was to answer the first research question of the study as well as to comprehend widely such HR practices which lead to HR professionals' effectiveness. The development and testing process of 25 items has followed the guidelines of Radhakrishna (2007), who has comprehensively elaborate five sequential steps involved in developing and testing a questionnaire, which are; research background, questionnaire conceptualization, format and data analysis as well as establishing validity and reliability. Furthermore, after efficacious development of the measurement items, they have been reviewed by selected group of practitioners and academicians in Malaysia and Pakistan for the purpose of content and face validity. Nevertheless, these experts have refined the measurement items and their valuable observations were considered rigorously for better reliability, validity and sensitivity of the measurement. The extended measurement items of HR professionals' effectiveness are presented in Table 4.3.

Table 4.3
Extended Items for HR Professional's Effectiveness

Variable	Operational Definition	Measurement Items
HR Professionals' Effectiveness (Qualitative Findings)	HR professionals' concerned and are able to meet the goals that	As HR professionals... 1. ...I always practice a good strategic HR planning in my organization.

they set to do the HR work.

2. ...I always practice well-established staffing process in my organization.
3. ...I always practice well-structured staffing technique in my organization.
4. ...I am always being concerned about employees' well-being in my organization.
5. ...I am always being quick in responding the needs of employees in my organization.
6. ...I always practice the right employee relations' channels effectively in my organization.
7. ...I am always being transparent in communicating with my employees in my organization.
8. ...I always practice effective communication tools in my organization.
9. ...I always practice 360° and continuous feedback in my organization.
10. ...I always use appropriate feedback channels in my organization.
11. ...I always practice such HR policies which strengthen the relationships with my employees in my organization.



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12. ...I always engage myself with my employees to get the higher satisfaction level of the employees.
 13. ...I always ensure that HR planning align with HR practices in my organization.
 14. ...I always been proactive in executing HR practices in my organization.
 15. ...I have a competent team which continuously monitoring HR practices in my organization.
 16. ...I always effectively adopt HR approach in my organization.
 17. ...I always empower my employees so they can fulfil their responsibilities effectively in my organization.
 18. ...I always try to fulfil the needs of employees in my organization.
 19. ...I always practice effective evaluation tools/systems in my organization.
 20. ...I always meet the set of key performance indicators (KPIs) to achieve my goals/objective in my organization.
 21. ...I always manage my employees effectively in my organization.
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22. ...I always practice performance management system effectively in my organization.
23. ...I always identify those employees with high performance and offer them with good career development opportunities in my organization.
24. ...I always foster good values to provide support and services to my employees in my organization.
25. ...I always believe in team members' support to fulfil my tasks effectively in my organization.
-

Part II) Human resource development has been taken as independent variable for the present study. It is defined as the development of core competencies of employees which enable them to fulfil their tasks and duties. Human resource development is operationalized using 21 items from which 17 items were adapted from (Lepak & Snell, 2002) and remaining 4 items were adapted from (Wang & Chen, 2013). The operational definition and measurement items of the human resource development are presented in Table 4.4.

Table 4.4

Operational Definition and Items for Human Resource Development

Variable	Operation Definition	Measurement Items
Human Resource Development (Lepak & Snell,	Human resource development is known as the knowledge, skills and abilities residing	1. HR professionals in my organization have skills that would be very difficult to replace.

2002; Wang & Chen, 2013) with and utilized by individuals to perform their tasks effectively.

2. HR professionals in my organization have skills that are not available to our competitors.
 3. HR professionals in my organization have skills that are widely considered the best in the industry.
 4. HR professionals in my organization have skills that are developed through on the job experiences.
 5. HR professionals in my organization have skills that are unique to the organization.
 6. HR professionals in my organization have skills that are difficult for our competitors to imitate.
 7. HR professionals in my organization have skills that are customized to or particular needs.
 8. HR professionals in my organization are encouraged for creating innovations.
 9. HR professionals in my organization create customer value.
 10. HR professionals in my organization know how to minimize cost of:
 - a. Production
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-
- b. Service
 - c. Delivery

11. HR professionals in my organization enable our firm to provide exceptional customer service.

12. HR professionals in my organization contribute in developing products/services that are considered the best in the industry.

13. HR professionals in my organization directly affect organizational efficiency and productivity.

14. HR professionals in my organization enable our firm to respond to new or changing customer demands.

15. HR professionals in my organization directly affect customer satisfaction.

16. HR professionals in my organization are responsible to maintain high quality products/services.

17. HR professionals in my organization are influential for making process improvements.

18. HR professionals in my organization are responsive to the new approaches.



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19. HR professionals in my organization are able to monitor their work to ensure that they meet or exceed standards.
 20. HR professionals in my organization are capable to satisfy internal and external customers.
 21. HR professionals in my organization tend to work in a team and help team members during work.
-

Part III) Organizational culture is also a predicting variable. Organizational culture is defined as shared organizational practices which provide an organization a sustainable competitive advantage. Organizational culture is operationalized by 12 items as it is shown in below Table. All of the items for the organizational culture have been adapted from the study done by (Van Der Post et al., 1997). It is proposed that this measure can facilitate researcher to achieve the research objective of the study. The operational definition and measurement items of the organizational culture are presented in Table 4.5.

Table 4.5
Operational Definition and Items for Organizational Culture

Variable	Operation Definition	Measurement Items
Organizational Culture (Van Der Post, De Coning & Smith, 1997)	Organizational culture refers to a common view of workplace practices within an organization which gives the organization a sustained	<ol style="list-style-type: none"> 1. Notwithstanding different belief, importance is place on respect for collective decisions. 2. My organization actively engages in shaping a better culture.

competitive advantage
over its competitors.

3. HR professionals in my organization are motivated to constantly search for better ways (continuous improvement) of getting job done.
4. HR professional in my organization encourage their employees to be creative.
5. HR professionals in my organization create clear goals for performance expectations.
6. HR professionals in my organization are highly valued.
7. HR professionals in my organization communicate openly with their subordinates.
8. HR professionals in my organization always support their subordinates.
9. HR professionals in my organization are highly committed to the fundamental actions of the business.
10. Each sub-unit within my organization is keenly operating in a coordinated way by cooperating efficiently towards the achievement of organizational goals.



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-
- 11. My organization emphasizes on individual responsibility for clearly defined result.
 - 12. There are clear policies and procedures that govern the ways employees behave in my organization.
-

Part IV) High performance work system is an important factor that is supposed to influence HR professionals’ effectiveness. It is defined as the system which includes rigid HR practices to acquire, refine and reinforce employees’ knowledge, skills and behaviours necessary to implement the firm’s competitive strategy. This study viewed at numerous facets of high performance work system and applied a shared strategy that combines single and multi-item measures of distinct HR practices in a unitary measure. However, high performance work system is operationalized through 9 items from which 5 items are adapted from (Wang & Chen, 2013) and 4 items are adapted from (Becker & Huselid, 1998). The operational definition and measure items of high performance work system are presented in the Table 4.6.

Table 4.6
Operational Definition and Items for High Performance Work System

Variable	Operation Definition	Measurement Items
High Performance Work Systems (Becker & Huselid, 1998; Wang & Chen, 2013)	High Performance Work System is the system which includes rigid recruiting and selection protocols, performance management, incentive compensation systems, and employee training	<ul style="list-style-type: none"> 1. Our organization selects people using various recruitment approaches. 2. Our organization hires qualified employees effectively. 3. Our organization invests in various kinds of training programs which

<p>and development activities that are designed to acquire, refine, and reinforce employee's knowledge, skills and behaviours necessary to implement the firm's competitive strategy.</p>	<p>enhances employees' performance.</p> <ol style="list-style-type: none"> 4. Our organization pays employees according to the extent they contribute to an improvement of job-related knowledge and skills in themselves. 5. Our organization encourages employees to participate in the organization's decision making. 6. Our organization elicits and acts on suggestions and feedback provided by employees effectively. 7. Our organization encourages employees to work cooperatively to accomplish objectives. 8. Our organization communicates important organizational information to employees effectively. 9. Our organization has a clear strategic mission that is well communicated to all employees.
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To affirm measurement reliability among variables, current research measured all items using 5 points Likert scale excluding personal information of respondents. The Likert scale is intended to test how strongly the respondents agree or disagree with a particular statement (Sekaran, 2005). Five points Likert scale, where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree. This is the utmost extensively adopted method of scaling in the research of social sciences. Furthermore,

five points Likert scale is much easier to construct, and much more reliable than other scales (Dumas, 1999).

Part V) Personal information of the respondents comprises seven items namely; organization, gender, age, qualification, designation, number of years working in the current position, and number of years working in the organization.

4.5.2.2 Questionnaire Design

Questionnaire is constructed into English language and divided into five parts with a total of 85 items (including the part of respondent's demographic information). Additionally, each set of questionnaire was attached with a cover letter asserting the objective of the study, guidelines, and privacy of the respondents. The organization of the questionnaire is represented in Table 4.7.

Table 4.7
Section-wise Arrangement of Survey Questionnaire

Questionnaire Sections	Descriptions
Part I	This section covers 36 items about HR professionals' effectiveness.
Part II	This section covers 21 items about human resource development.
Part III	This section covers 12 items about organizational culture.
Part IV	This section covers 9 items about high performance work system.
Part V	This section covers 7 items about personal information of the respondents.

Before starting the process of data collection, pre-test and pilot test have been conducted to make sure the reliability and validity of the content measurement scale.

According to Sekaran (2005), the reliability is a sign of permanence and internal consistency of the instrument which measures the concepts and makes sure the integrity of the items.

4.6 Research Context

4.6.1 Target Population

Population of the study indicates the whole universe of units, which researcher wishes to investigate, and sample states the subset of those units from which evidence is accumulated (Sekaran & Bougie, 2011). Additional to that, scholars indicated that population of the study is the group of individuals, events or things of researchers' interest for which they want to make interpretations grounded on a derived sample. This study aimed to put emphasis on HR professionals' effectiveness in Telecom sector of Pakistan. Therefore, the population of the current study is all HR professionals in five telecom firms 'Mobilink, Telenor, Ufone, Zong and Warid'. The reason for focusing these firms stems from the fact that at the moment 99.9% market share has been captured by these firms (PTA Annual Report, 2013).

As it is stated earlier, HR professionals can be HR specialists (Ulrich et al., 2008) or HR generalists (Dessler, 2010), nevertheless, this study dedicated to both HR specialists and HR generalists. According to Dessler (2010), HR professionals typically perform their tasks and duties in the head or regional offices of an organization. However, it has been sanctioned that there are three regions according to HR operations of telecom firms, which are; central region, south and north regions in addition to head quarter. Each region consists of one HR specialist while HQ entails two HR specialists. On the other hand, HR generalists vary according to the

requirements of the telecom operations in the region. The population of the study has been long-established from the HR specialists of telecom firms during the qualitative field study, which is 110 HR professionals and it has been further classified in Table 4.8. The motive behind verifying population from HR specialists was to get an actual number of HR professionals in telecom firms since there was not any information obtainable from the websites of the telecom firms regarding HR professionals. However, table 4.8 presents the total population of HR professionals and further classifies them.

Table 4.8
Population Frame of HR Professionals (Respondents of the Study)

Companies	Zones	HR Specialists	HR Generalists	Total
Mobilink	Head Quarter	2	8	10
	Central Region	1	4	5
	South Region	1	4	5
	North Region	1	4	5
Total		5	20	25
Telenor	Head Quarter	2	6	8
	Central Region	2	5	7
	South Region	1	4	5
	North Region	1	4	5
Total		6	19	25
Ufone	Head Quarter	1	4	5
	Central Region	1	4	5
	South Region	1	4	5
	North Region	1	4	5
Total		4	16	20
Zong	Head Quarter	2	6	8
	Central Region	1	4	5

	South Region	1	5	6
	North Region	1	5	6
Total		5	20	25
Warid	Head Quarter	1	4	5
	Central Region	1	3	4
	South Region	1	2	3
	North Region	1	2	3
Total		4	11	15

The total population including 'HR specialists and HR generalists' were 110 HR professionals. However, quantitative study of this research does not include those HR professionals who were involved in qualitative field study '10 HR professionals' and pilot study '15 HR professionals'. Therefore, total actual population for the quantitative study was 85 HR professionals.

4.6.2 Unit of Analysis

The unit of analysis of the current study is individuals 'HR professionals' of the telecom firms in Pakistan. These HR professionals coordinate with the managers to develop and deliver the HR functions effectively that support the firm's performance. Effective HRM involves close assistance of HR professionals with managers (Kochan, 2004; Lemmergaard, 2009). According to Yusoff, Abdullah and Ramayah (2009), Malaysian organizations reduced the HR professionals' effectiveness gap by developing the link between HR managers and line managers. This association permits HR professionals to realize the professional requirements of the managers, which in return allows HR professionals to be more effective.

For the current study, the unit of analysis as stated earlier was the HR professionals of five telecom firms. As stated earlier, 99.9% market share is held by

five major telecom firms, while remaining one telecom firm is currently detaining only .1% market share that is why it was not included in the current study. However, qualitative approach of this study purely focused on HR managers/executives (HR business partners) who are the HR specialists, and quantitative approach focused on HR specialists and generalists who contained; HR managers, functional managers, operation managers, line managers and also assistant HR managers, who also perform the roles and functions of HR. Similarly, these managers are responsible to take care of the firm's business and also they are accountable to motivate, retain and develop their staff members. They are rightly informed of the policies of the firms. Furthermore, they are the one who formally correspond with their HR department, recognize the functions of many departments. Therefore, the total number of HR professionals as per Table 4.8 are 110 HR professionals.

4.6.3 Sampling Frame

Researchers interpret that assumption is to apply evidence from a sample to draw conclusions about the population (Bryman & Bell, 2011; Smith et al., 2009). Hence, sampling is the procedure of choosing a sample from a population to shape the foundation for assessing or foreseeing the dominance of an unidentified piece of information, situation or outcome regarding the larger group. In simple expression, a sample is a subgroup of population in which the researchers are involved in (Kumar, 2009). The aim to develop an apt sampling frame involves the highly symbolic population of interest. As it is already clarified that the data gathered from a highly symbolic sample produce strong results effectively to make sure the reliability and validity of findings, in addition to such purpose, the researcher has identified those

regions which constitute the greater number of HR professionals. Though, the researcher has specified the total numbers of regions which are; central, south and north regions as well as head office. However, data was gathered from all regions including head office.

4.6.4 Sample Size

The sample size might be regulated through applying statistical technique or through some rules of thumb (Aaker, Kumar & Day, 2001). Perseverance of sample size is certainly vital because in actual setting it is highly difficult to collect data from each and every component of the population because of high costs, time constraints and deficiency of human resources (Bryman & Bell, 2011). Despite the fact that Sekaran (2005) and Zikmund, Babin, Carr and Griffin, (2010) claimed that the sampling technique should be directed rather than collecting data from each and every element of the population. Furthermore, selecting a proper sample from the population is expected to generate highly reliable results for the study, specifically if the sample is the representative of the whole population (Sekaran, 2005). Appropriate to adopt the sample size the current study employed two approaches. First approach is given by Hair et al., (2006), this approach states the rule of the thumb in determining the size of the non-probability sample, which recommends that number of interpretations must be relatively 10 times bigger than the variables used in the study. In this study, the researcher has verified four constructs, therefore, the mandatory interpretations must be at least 40 individuals. Secondly, this study applied approach given by Krejcie and Morgan (1970), who propositioned that if population size is 85 then the sample size for a probability sample must be 70 respondents with 5 % margin of error and 95 %

confidence interval. However, 70 respondents would be appropriate to achieve the research objectives.

4.6.5 Sampling Technique

Bhattacharjee (2012) clarifies that sampling techniques can be described into two broad kinds, such as; probability sampling and non-probability sampling. The key characteristic of probability sampling is each and every unit of the population holds the same chance of being nominated in the sample, and that chance can be correctly investigated. While Smith et al. (2009) further make classification of probability sampling into four main approaches that is; 1) Simple random sampling, in this approach each element has an equal chance of being part of the sample. The main problem with simple random sampling is that it can mean that small that important elements of the population are neglected overall and based on that trivial sample researcher can't make assertive statements about them. 2) Stratified random sampling approach distributes the population into identical groups termed strata, and then takes a simple random sample from inside each stratum. 3) Systematic random sampling approach depends on sampling intervals of the elements in the population that the researcher is concerned in. The sampling intervals are fundamentally prepared randomly, so that selection in this systematic approach does not lead to bias. 4) Cluster sampling deals with dividing the population into clusters, and then selecting all the elements from inside the nominated clusters.

Further, Smith et al., (2009) classify non-probability sampling into four main approaches namely; 1) Convenience sampling, it can encounter the first requirement of a sufficient sample without any difficulty. 2) Quota sampling breaks down the

appropriate population up into groups such as; male and female or country and origin, and then select sample from each group until a specific sample is attained within every single group. The aim of this approach is to make sure that each sector in a sampling design is occupied. 3) Purposive sampling helps researcher to have a clear knowledge of what sample units are required and then access the potential sample to see whether they meet eligibility measures or not. 4) Snowball sampling also called “chain sampling” grows like a rolling snowball. It starts with somebody who meets the standards for presence in the study and then he/she is asked to label others who can also be entitled for that present study. This sampling technique is frequently applied in unknown populations in which it is hard for researcher to access.

This study has used snowball sampling technique due to the nature of the population. In this technique, primary respondents were chosen and supplementary respondents are attained from information given by the primary respondents (Zikmund et al., 2010). Snowball technique was distinctive as it has involved relatively a lot of responsiveness over the years. It is an exceptionally convenient technique for attaining access to the respondents who are extremely tough to find under common circumstances. However, HR professionals are extremely busy in performing their duties and responsibilities and it was found difficult to approach them, that is why the research has used snowball sampling technique. In this technique, the researcher desired to make connection with people, finding connections by snowball sampling technique possibly be a better approach than conventional probability sampling (Bhattacharjee, 2012; Bryman & Bell, 2011; Cavana, Delahaye & Sekara 2005).

4.7 Reliability and Validity Analyses

Reliability and validity is extremely vital part of any research. The reliability of an instrument is the degree to which the instrument is free from errors and finding are steady and constant through time and contexts, while, validity of an instrument is the degree to which the instrument measures the construct which essentially it is supposed to measure rather than something else (Sekaran & Bougie, 2011). The aim of measuring reliability and validity of an instrument is to examine the internal stability. Similarly, it is extremely essential that measurement truly represent the construct (Zikmund et al., 2010). In the current study the instrument was adapted from prior researches (Becker & Huselid, 1998; Han et al., 2006; Lepak & Snell, 2002; Van Der Post et al., 1997; Wang & Chen, 2013) and modified properly according to the requirements of telecom sector of Pakistan. Further, measurement items for HR professionals' effectiveness were added into the instrument. Consequently, it was essential for researcher to test the applicability of constructed instrument through pre-test and pilot test which assisted researcher to establish its ecological reliability and validity. Once the final instrument has been established, it is shown to few experts 'practitioners and academicians' in Pakistan and Malaysia who had vast experience in the field of HR to seek their assistance concerning face and content validity and as to the relevance of the instrument within the Pakistani context particularly in the background of telecom sector. However, HR experts have approved the instrument and added the views that instrument is appropriate in terms of its validity, reliability and sensitivity to achieve the research objectives of the study. Additionally, pilot study was undertaken to ensure the internal consistency and reliability of these items.

4.7.1 The Pilot Study

A pilot study is a small scale primary examination shown in order to evaluate time and cost feasibility as well to predict an apt sample size and to improve the study design prior to the actual study (Hulley, 2007). It is important since it can reveal inadequacies in the design of a planned survey or procedures which can be addressed prior to the actual field study (Doug, Burton, Cuthill, Festing, Hutton & Playle, 2006). The key objective of pilot study was to measure the internal consistency of the measurement items. This is also coherent with the instrument development process (Bryman & Bell, 2011).

Sample size for the pilot study is conventionally lesser containing 15 to 30 respondents. However, it can also increase substantively contingent to individualities (Malhotra, 1999). Therefore, for the purpose of pilot study, 15 questionnaires were distributed to HR professionals of telecom firms in Pakistan. All questionnaires were collected and it was perceived that all the respondents found the questionnaire easy to be completed. Furthermore, there were no major changes in observations required consequently establishing the ecological validity of the instrument (Bryman & Bell, 2011).

The pilot study was conducted in the month of August, 2015 and the process lasted three weeks. Different techniques for reliability tests have been used in the literature, nonetheless, the common method applied by scholars is ‘internal consistency or reliability analysis’ (Litwin, 1995). This analysis has the ability to measure a construct independently as well as to assess which items correlate with each other along with the extent to which items of a particular construct converge together.

Therefore, internal reliability test was employed using Cronbach's alpha coefficient (Sekaran & Bougie, 2011). As exhibited in Table 4.9 the findings established that all measurement constructs attained high reliability coefficient ranging from 0.755 to 0.826 as well as the overall Cronbach Alpha is 0.955 which is above as compared to the standards suggested by scholars (Hair et al., 2006; Sekaran, 2005; Sekaran & Bougie, 2011).

Table 4.9
Reliability Analysis (Cronbach's Alpha)

Sr. NO.	Variables/Constructs	Cronbach's Alpha	No. of Items
1	HR Professionals' Effectiveness	0.926	36
2	Human Resource Development	0.842	21
3	Organizational Culture	0.806	12
4	High Performance Work Systems	0.755	9
	Overall Cronbach's Alpha	0.955	78

As all the measurement constructs and their related items in the current study have been designed conferring to the pertinent literature, therefore, the proposed survey instrument has fulfilled the basic requirement of a valid instrument (grounded on the appropriate Cronbach's alpha values).

4.8 Data Collection Procedure

In the quantitative research, a self-administered survey questionnaire was used. Data collection was done by distributing questionnaires to individual HR professionals who were in contact with the researcher and they formed the first level of tier. These HR professionals from different sub units of telecom firms were given a certified

introductory letter from the Othman Yeop Abdullah (OYA) Graduate School of Business, Universiti Utara Malaysia (UUM) together with a cover letter describing the purpose of the study. Through the cover letter enclosed with the questionnaire it was informed that this study was on academic research and the data gathered would be treated with confidentiality. It was essential that the respondents felt convenient while giving responses and they could provide with honest opinions (Singer, Hippler & Schwarz, 1992). This was to increase the response rate and endorse accepted ethical procedures.

As it is stated previously the researcher intended to follow the snowballing technique to broaden the data collection and it requires convenience sampling to deliver the questionnaires to the potential respondents. Researcher initially contacted with HR professionals who were pertinent to the research study and then customised those individuals to create more contacts. The researcher distributed the questionnaire to the HR professionals personally and briefly clarified the objectives of the study. It was proposed that personal disposal of the questionnaire can create sense of importance in the minds of HR professionals for the current research. Respondents were also given a self-addressed envelope to enable the respondents in sending back the completed questionnaire in a case if they were unable to respond immediately. To increase the response rate, the researcher kept a direct connection with the primary contacts and snowballed references to make sure that the finished questionnaires can be collected back within an estimated time. However, there were several follow ups through phone calls, messages and emails as respondents were very occupied in performing their job and duties, even though few respondents had excused researcher

from being part of the survey due to their busy schedule. Consequently, data collection process lasted for about four to five months from September, 2015 to January 2016.

4.9 Data Analysis Techniques

After completing data collection, both descriptive and inferential statistics were employed for data analyses. With the intention of examining the hypotheses of the study PLS-SEM approach was practiced in the current study. The SEM approach is extensively discussed amongst quantitative scholars by way of an effective tool for analysing multi-faceted relationships between variables (Fox, 2006; Kenny & McCoach, 2003; Reisinger & Mavondo, 2007). Specifically, Smart-PLS 3.0 software (Hair, Ringle & Sarstedt, 2013) was used for the data analysis and presentation of the results.

4.9.1 Descriptive Analysis

Sekaran and Bougie (2011) proposed that descriptive analysis is frequently adopted technique to define phenomena of interest. In analysis, descriptive information is examined statistically in a way how frequently particular phenomenon of interest takes place (i.e., frequency) the central tendency (i.e., mean) and the degree of inconsistency (i.e., standard deviation). In the current study, descriptive analysis was used primarily to analyse missing values, outliers, normality test, multicollinearity test, common method variance and characteristics of the respondents' background.

4.9.2 Partial Least Squares (PLS) Technique

PLS technique is known as a second generation structural equation modelling (SEM) technique (Wold, 1982). This technique works well with SEM that comprises

latent variables and a series of cause-and-effect relationships (Gustafsson & Johnson, 2004). The PLS is an exceptional and flexible tool for statistical model structure in addition to estimation (Ringle, Wende & Will, 2005). Precisely, the PLS technique was applied for the current study due to its demonstration of performing estimation better than regression for measuring moderation (Brown, 1997; Preacher & Hayes, 2004). It is observed that PLS-SEM accounts for measurement error and it can deliver additional precise estimates of moderating effects (Chin, 1998a). In addition, multicollinearity is not an issue in PLS-SEM as factors are orthogonal. Furthermore, PLS-SEM technique works perfectly even with as few as 20 sample size (Chin, 1998b; Chin & Gopal, 1995; Compeau & Higgins, 1995). Moreover, in many social science researches, data be likely to have multivariate normality assumption to be met (Osborne, 2010). However, PLS path modelling doesn't really need data to be normal (Chin, 1998a). In other words, PLS considers abnormal data comparatively well than other techniques. Additionally, Tabachnick and Fidell (2007) identified that SEM-PLS is the utmost influential statistical tools among other tools in social and behavioural sciences which is capable of testing several relationships at the same time.

4.10 Summary

In this chapter, the research methodology has been thoroughly described. By representing a clear understanding of the qualitative and quantitative research paradigm, the chapter has presented the importance of mixed-method approach for being used in this study. Further, the chapter discussed the precise methods, techniques and instruments used with justification of the choice made.

CHAPTER FIVE

DATA ANALYSIS AND FINDINGS

5.1 Introduction

This chapter has two components. First, in phase one it discusses the analysis and findings of the qualitative field study. The qualitative study was initiated by conducting semi-structured interviews with the key human resource professionals in five telecom firms of Pakistan. For the purpose of data analysis in the qualitative study, content analysis technique was used. From the findings of qualitative study direct and moderating hypotheses were formed. Secondly, quantitative study was undertaken by conducting field surveys from HR professionals of telecom firms. The chapter further explains thoroughly the procedures and data analyses techniques and summary of the quantitative research findings.

5.2 Qualitative Findings

The aim of the qualitative field study was to affirm the concepts/constructs which impact on HR professionals' effectiveness in telecom sector of Pakistan. The qualitative study was undertaken by conducting semi-structured in-field interviews with the vital HR professionals (HR specialists) in five selected telecom firms in Pakistan. HR professionals are the HR managers/executives, who are also called "HR business partners" of telecom firms. These telecom firms includes; Mobilink, Telenor, Zong, Ufone and Warid. While during the process of field interviews Warid was merged into Mobilink. Yet, in this study both organizations consider to be separate due to the field interviews from HR professionals have been commenced before the official

announcement of merger from the companies. The data analysis of the qualitative field study is portrayed in the following section.

5.2.1 Demographic Information

Table 5.1 exhibits a brief overview of the participants who contributed in the qualitative field study. It should be noted that all the participants that are involved in this field study are HR executives/managers of telecom firms who have enormous exposure and experience in the area of HR within and outside Pakistan. These HR professionals have shown good academic achievements and have been graduated from prominent universities of Pakistan and also from some of the renowned universities in Australia. HR executives are the key HR professionals who are responsible for all kind of HR activities in all four regions (see Table 4.8) and similarly they are engaged in the process of strategic HR planning inside the organizations. The participants' positions vary from HR managers to HR executives. Additionally, HR executives in the telecom firms are practicing a new business model called "HR business partnership model".

Basically, the purpose of introducing HR business partnership model was to assist HR professionals to be more visible in the company, in terms of working closely with business leaders and/or line managers to achieve shared organizational objectives. Particularly in designing and implementing HR systems and processes that support strategic business plans. Moreover, it is highlighted that the aim behind following this model was one window operation and to introduce something which is more visible in terms of value addition to the business. It is seen from the qualitative field study, HR business partnership model has prepared HR professionals to be more effective as it has increased HR professionals' engagement and involvement in strategic HR

planning. Further, HR professionals are more empowered to provide solutions to the business as well as to the employees. Through active execution of this model, HR professionals are vigorously bridging the gap between employer and employees which was perceived to be a serious problem in telecom firms of Pakistan considering the insignificance of HR department. Nonetheless, below Table reveals the demographic information of the participants who have been involved in the present study.

Table 5.1
Participants' Demographic Information

Sr. No. (Participants)	Sr. No. (Company)	Current Position	Working Experience in the Current Position	Working Experience in the Current Company	Highest Qualification
P1	C1	HR Business Partner	1 and half Years	10 Years	MBA (HR) MBA (IT)
P2	C2	HR Operations Executive	2 and half Years	5 Years	MBA (HR) MBA (Finance)
P3	C3	HR Business Partner	2 Years	5 Years	MBA (HR)
P4	C3	HR Business Partner	3 Years	6 Years	MBA (HR)
P5	C4	HR Executive	2 Years	4 Years	MBA (HR)
P6	C5	HR Executive	2 Years	7 Years	MBA (HR)
P7	C1	HR Director	8 Months	5 and half Years	MBA (HR)

P8	C4	HR Manager	4 Years	4 Years	MBA (HR)
P9	C4	Manager OD	1 and half Years	3 Years	MSC (HR)
P10	C5	HR Executive	2 Years	3 Years	MBA (HR)

Table 5.1 indicates that the total number of HR professionals who have been involved in the qualitative field study are ten participants. However, out of ten participants, four are HR business partners, three are HR executives, and one each participant is HR director, HR manager and organization development (OD) manager. Moreover, each participant has sufficient experience in the field of HR, within their current position and company which assisted researcher to get profound information and to gain insight into their experiences at workplace. It must be noted that these HR professionals also had previous experience in HR department before they have been recruited by their current company. Additionally, they were endorsed by their companies to key HR positions after certain years of working experience and trainings. Nevertheless, they are appropriate HR professionals for the interviews to gain insight into their experiences and to recognize the progressions. Consequently, these HR professionals are reliable for the qualitative phase of this research.

5.2.2 Insights into Factors and Variables in the Qualitative Model

This study endeavours to affirm the initially proposed constructs which contribute to HR professionals' effectiveness in the telecom sector of Pakistan. Moreover, it also aims to achieve first research objective of the study which was to examine the level and internal process of HR professionals' effectiveness (see section

1.6). To achieve the objective of the study content analysis was done as of the responses gathered through interviews from HR managers/executives. Aim behind was to exactly point out the experiences related to the effectiveness of HR managers itself. This is supported by Ahmad et al. (2014) who encouraged future researchers to study HR managers in assessing HR professionals' effectiveness.

After carefully using content analysis framework, the study affirmed two independent variables 'human resource development and organizational culture' and one moderating variable 'high performance work system' along with their elements which contribute to HR professionals' effectiveness in telecom sector of Pakistan. Moreover, this study highlights additional nine key strategic functions within HR practices alongside with thirty-nine components which lead to HR professionals' effectiveness. Further details of these variables, strategic functions and components will be presented in the later part of the chapter. Below Table shows the insights of qualitative participants about their level of effectiveness in nine key strategic functions which they perceive are essentials to execute if they want to be effective.

Table 5.2 presents the findings on the level of HR professionals' effectiveness. It has been affirmed that the level of HR professionals' effectiveness is above the standards as their responses reveal higher proportions in all nine key strategic functions. These key strategic functions are expressed in Table 5.2 accompanied by the level of effectiveness.

Table 5.2
Level of HR Professionals' Effectiveness

Level of Effectiveness	Participants									
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10
Key Strategic Functions	Percentage (%)									
• Recruitment	90	75	85	90	85	90	80	90	50	70
• Responsiveness	80	60	95	80	90	90	90	80	80	65
• Communication	100	75	90	80	90	100	80	90	75	85
• HR Policies	85	80	85	75	75	90	80	85	70	85
• HR Practices and Procedures	90	50	90	90	80	90	80	75	80	85
• HR Responsibilities	85	50	90	85	75	100	60	80	50	60
• HR Roles	90	60	75	80	70	95	70	90	80	60
• Providing Career Plans	90	70	85	90	65	80	80	80	60	65
• Providing Support and Services	95	90	85	90	90	95	90	90	80	80
Total Score	805	610	780	760	720	830	710	760	625	655
Average Scores (Level of Effectiveness)	89.44	67.78	86.67	84.44	80.00	92.22	78.89	84.44	69.44	72.78

Note: Average Score = Total Score/Nine Strategic Functions

Table 5.2 shows the level of HR professionals' effectiveness and highlights the key strategic functions which drive the effectiveness of HR professionals. Columns of the Table illustrate the level of effectiveness in percentages while rows represent nine key strategic functions which HR professionals are obligatory to perform for the purpose of augmenting their effectiveness. HR professionals are able to effectually succeed these key strategic functions; recruitment of right candidates at right time, responding to employees' needs and demands, communicating timely information, developing HR policies along with HR practices and procedures, HR professionals' roles and responsibilities, and providing career plans to the employees as well as providing support and services, however, we can postulate that the majority of HR professionals' level of effectiveness is higher. Additionally, it is seen that there is no pragmatic approach or benchmarks available in previous research which can lead us to propose that the level of HR professionals' effectiveness is higher. However, this is originated from the responses of participants that their effectiveness level would be higher if they are 80 percent and above, whereas, anything between 60 to 80 percent would be acceptable level and less than 60 percent reveals that HR professionals are ineffective in performing key strategic functions. This is supported from the responses of participants. For instance, participant two stated that:

“...I can say due to those systems and portals we turned out to be highly effective in recruiting potential candidates and I would give it 80%...”

Moreover, in another instance participant two specified that:

“...all the HR procedures are approved from the top management and sometimes management is not even involved in it thus I think we still need to be effective in developing HR procedures, therefore, I would rate it 50%...”

On the contrary, participant three indicated that:

“...being an HR professional, employees look forward support from us and we have been doing that quite effectively that is why I would say 85%...”

Whereas, participant four identified that:

“...we have to perform our roles effectively which are stated in the book. And as I mentioned earlier performance management system (PMS) facilitates us to fulfil the expectation of our employees so I will rate it 80%...”

Nonetheless, yardsticks for the level of effectiveness have been established from the responses of participants. Consequently, Table 5.2 identified that most of HR professionals are effective in performing more or less every key strategic function, which consequently establish their level of effectiveness is higher. In addition to that, we can interpret from the Table, among all participants, participant 1, 3, 4, 5, 6, 7 and 8 are extremely effective by means of their average scores are between the range of 79 and 92, furthermore, they are effectively performing each key strategic function comprehensively. Conversely, participant 2, 9 and 10 are in the acceptable level of effectiveness as their average scores are 67.78, 69.44, and 72.78 respectively, additionally, they are partially effective in performing key strategic functions. On the contrary, none of them have found less effective as per the standard set by this research from the responses of qualitative participants. It is noted that the HR professionals' level of effectiveness is purely the insights of participants' perceptions from the telecom sector of Pakistan.

Besides, below Table 5.3 presents the essential components of key strategic functions which further explain that the HR professionals are effective because they are effectively employing these components to accomplish their key strategic functions. Hence, it indicates that HR professionals who are effectively carrying out

these components would be able to perform their tasks and duties effectively. Each row of the Table presents the components of key strategic functions which drive HR professionals' effectiveness while columns of the Table identify the responses from each participant. The √ represents the execution of each element.

Table 5.3
Key Strategic Functions and their Components

Components of Key Strategic Functions	Participants									
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10
Recruitment										
• Strategic HR Planning	√	√	√	√	√	√	√	√	√	√
• Well Established Staffing Process	√	√	√	√	√	√	√	√		√
• Staffing Performance Targets	√		√	√	√	√	√	√		
• Strategic External Recruitment	√	√	√	√	√	√	√	√	√	√
• Strategic Internal Recruitment	√		√	√	√	√	√	√		√
Responsiveness										
• Employees' Well Being	√	√	√	√	√	√	√	√	√	√
• Quick Response	√		√	√	√	√	√	√	√	
• Effective Employee Relations Channels	√	√	√	√	√	√	√	√	√	√
Open Communication										
• Sustainable Competitive Advantage	√		√	√	√	√	√	√	√	
• Selective but Transparent, Honest and Consistent Information	√	√	√	√	√	√	√	√	√	√
• Effective Communication Tools	√	√	√	√	√	√	√	√	√	√
• 360° and Continuous Feedback	√		√	√	√		√	√	√	√
HR Policies										

• Appropriate Feedback Channels	√	√	√	√		√	√	√	√
• Strengthen Employee Relationships	√	√	√	√	√	√	√	√	√
• Organizational Values	√	√	√	√	√	√	√	√	√
• Employees' Engagement	√	√	√	√	√		√	√	√
• Employees' Empowerment and Flexibilities	√		√	√	√	√	√	√	√

HR Practices and Procedures

• Annual Strategic Planning Alignment via Practices and Procedures	√		√	√		√	√	√	√
• Proactive HR Practices	√		√	√		√	√	√	√
• Competent Team Formation			√	√	√	√	√	√	√
• High Employee's Commitment and Devotion	√		√	√	√	√	√	√	√

HR Responsibilities

• Proactive HR Approach	√	√	√	√	√	√	√	√	√
• Empowerment of Team Leaders/Managers	√		√			√	√	√	√
• Employees' Needs Fulfilment	√	√	√	√	√	√	√	√	√

HR Roles

• Performance Management/ Evaluation System	√	√	√	√	√	√		√	√
• Formal and Informal Communication Sessions	√		√	√	√	√	√	√	√
• Meeting the Key Performance Indicators (KPIs)	√	√	√	√	√	√	√	√	√
• Effective Management – Employees Relations	√		√	√	√	√	√	√	√

Providing Career Plans										
• Organizational Support	√	√	√	√	√	√	√	√	√	√
• Personal/Individual Development Plan	√		√	√		√	√	√	√	
• Effective Performance Management System	√	√	√	√	√	√		√	√	√
• Talent Management Program	√		√	√	√	√	√	√	√	√
• Annual Training Programs	√	√	√	√	√	√	√	√	√	√
• Career Development Plans	√	√	√	√		√	√	√	√	√

Providing Support and Services										
• Cultural Values and Beliefs	√	√	√	√	√	√	√	√	√	√
• Strong Management Support	√	√	√	√	√	√	√	√	√	√
• Effective Communication	√		√	√	√	√	√	√	√	√
• Reliance on Team Members Support	√	√	√	√	√	√	√	√	√	√
• Effective Feedback Channels	√	√	√	√	√			√	√	√

Deriving from Table 5.3, we can postulate that every HR professional who wants to be effective must execute these signified components of key strategic functions. Furthermore, these vital components have been affirmed as of the field interviews from HR managers/executives. In addition to that, it has been stated that these components are entirely the intuitions and perceptions of HR practitioners working in telecom sector of Pakistan. Besides, it could be seen by the Table all participants distinguish that each component is considerably important intended for HR professionals for being effective. However, these components are the absolute forms which drive HR professionals' effectiveness.

First key strategic function is recruitment, in which HR professionals must execute five vital components for being effective. These components are; strategic HR planning, well established staffing process, staffing performance targets, strategic external and internal recruitment. Majority of the HR professionals endorse these components as the vital components to be effective which bring us to the understanding that HR professionals are being highly effective in recruiting right candidates at right time. Moreover, second key strategic function is responsiveness, in which all the participants approve three components of responsiveness, which are; employees' well-being, quick response and effective employee relations channels. It anticipates that all the participants or their organizations are effectively responding to the needs of their employees. Moving forward, third key strategic function is open communication, in which we can certify from the Table 5.3, there are four components which lead to HR professionals' effectiveness. Those components are; sustainable competitive advantage, selective but transparent along with honest and consistent information, effective communication tools which can be "verbal, groups, portals, helpline, and employees' log books" as well as 360° and continuous feedback. HR professionals feel that communicating honestly and with openness is vital component to be effective and it is sustainable competitive advantage for them.

Fourth and fifth key strategic functions are developing effective HR policies along with HR practices and procedures respectively. In HR policies, participants authorize five components, which are; appropriate feedback channels, strengthen employee relations, organizational values, employees' engagement and employees' empowerment and flexibilities. On the other hand, in HR practices and procedures

there are four components which have been recognized by the participants. Those components are; annual strategic planning alignment via practices and procedures for allocation of goals, proactive HR practices, competent team formation to monitor HR practices and procedures, in conjunction with high employees' commitment and devotion. Most of the participants ratify all the components in both strategic functions.

In addition to that, performing HR responsibilities and roles are the sixth and seventh strategic functions correspondingly. However, within HR responsibilities, participants have documented three components including; proactive HR approach, empowerment of team leaders/managers and fulfilment of employees' needs. However Table shows that seven out of ten HR professionals are truly effective in performing HR responsibilities since they are executing these three components of HR responsibilities. Similarly, seven HR professionals vastly acknowledged four components within HR roles, which are; performance management/evaluation system, formal and informal communication sessions such as “casual tasks, email correspondence, informal chats”, meeting the key performance indicators (KPIs) and effective management and employee relations. Remaining three HR professionals partially are acquainted with four components of HR roles. Nevertheless, we can propose that HR professionals derive high level of effectiveness by executing above stated components of HR roles and responsibilities.

At the last but not the least, eighth and ninth strategic functions are providing career plans along with providing support and services. It has been underlined that there are six components in providing career plans which have been established from the discernments of the participants, which are; organizational support,

personal/individual development plans, effective performance management system (PMS), talent management program in which management identifies high performers (HiPos), annual training programs as per training calendar year and career development plans. Six HR professionals are recognizing that their organizations are proactively involved in all of these components, while two HR professionals identify five components and remaining two HR professionals ascertain four essential components in which their organizations are actively engaged in. In spite of the fact that, HR professionals have accredited five components in last strategic function of HR professionals' effectiveness which is providing support and services. These five components are; cultural values and beliefs, strong management support, effective communication, reliance on team members' support and effective feedback channels. Seven HR professionals are vastly effective in providing support and services to their employees as they perceive all of the five components are momentous, remaining three HR professionals recognize four components of providing support and service, henceforth, all HR professionals professed to be effective in this strategic function.

Eventually, in the view of Table 5.3 we can conclude that the level of HR professionals' effectiveness is higher in consequence of they are actively involved in each and every component of all strategic functions which are essential for the comprehension of effectiveness of HR professionals. Therefore, there are few areas in which HR professionals still need to develop themselves which can lead to their effectiveness. Those areas will be discussed comprehensively afterward in this chapter. Nevertheless, adjacent to those nine key strategic functions, there are other indicators which drive the effectiveness of HR professionals that have been proposed earlier in

this research and later have been affirmed by the participants along with their elements. These indicators/factors are; human resource development, organizational culture and high performance work systems. Participants proposition that human resource development, organizational culture and high performance work systems are considerably essential to develop HR professionals' effectiveness. Below Table presents these factors together with their elements. Each row of the Table presents the elements of human resource development, organizational culture and high performance work systems while columns of the Table identify the endorsement of these elements from each participant. The √ represents the execution of each dimension.

Table 5.4
Factors and Elements in Human Resource Development, Organizational Culture and High Performance Work System

Participants	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10
Human Resource Development										
• Knowledge/Education	√	√	√	√	√	√	√	√	√	√
• Skills	√	√	√	√	√	√	√	√	√	√
• Abilities	√	√	√	√	√	√	√	√	√	√
• Values	√	√	√	√	√	√	√	√	√	√
• Career Development Opportunities	√	√	√	√	√	√	√	√	√	√
• Physical Working Environment	√	√		√		√		√		√
Organizational Culture										
• People Orientation	√	√	√		√	√	√		√	
• Employee Involvement and Participation	√	√	√	√		√	√		√	√
• Healthy Working Environment	√	√	√	√	√	√		√	√	√

- Employee Empowerment ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
- Organizational Commitment and Support ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
- Organizational Beliefs and Ethics ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
- Shared Values, Ethics, Norms and Goals ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓

High Performance Work System

- Information Sharing ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
- High Performance Culture ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
- Continuous Working Improvement ✓ ✓ ✓ ✓ ✓ ✓ ✓
- Effective Talent Management ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
- Competitive Rewards and Incentive ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
- Leadership Support and Commitment ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
- High Work Engagement ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
- Effective Feedback and Actions ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓

It has been anticipated that every participant is endorsing all the key factors and elements. Their organizations relatively or entirely engaged in these elements that influence on HR professionals' effectiveness. Table 5.4 displays six key dimensions of human resource development, which are, knowledge, skills, abilities (KSAs) along with other characteristics such as; values, career development opportunities and physical working environment. Accordingly, Table shows that out of six dimensions, five key dimensions are extremely important for the comprehension of human resource development. Only one dimension 'physical working environment' perceives to be moderate magnitude of human resource development. In addition to that, participants

affirm that human resource development has absolute positive impact on HR professionals' effectiveness. For instance, participant one sustain that:

"...absolutely KSAOs enhance the effectiveness. Because whenever we can grasp the new knowledge and skills we can apply these things into the modern one. It's a dynamic world, every day is a new thing so it's better that any HR professional he/she should be able to deal with the new things which will actually help..."

Further, participant one specified that:

"...Telenor strongly believes their people are their strength. Our competition can copy anything but not our people so definitely we continuously work on the development side and it is so important..."

Additionally, participant two recognized that:

"...As I mentioned earlier, through training we develop the skills, knowledge and abilities of employees which make them able to do their job effectively. It is very important for the organization as if we grow our employees then our organization grows as well. It is very difficult to achieve our targets and encounter new challenges without having updated knowledge and skill..."

Besides, participant three acknowledged that:

"...if I will be fully loaded with advanced knowledge and skills it will help me to face with radical challenges and accomplish my tasks effectively. I believe it is crucial for Mobilink to develop human resource to sustain competitive advantage since Mobilink is the market leader in Pakistan..."

Whereas, participant six revealed that:

"...technology changes are occurring every day. Telecom is very dynamic industry. Now we have license of 3G and 4G so if we will not educate our employees or give them training on these technologies then I think our competitors will have competitive advantage over us and we will be less effective..."

These findings support the results of earlier studies which highlighted that human resource development can advance the individuals' as well as organizational effectiveness (Albanese, 1989; Bohlander & Snell, 2004; Dyer, 1993; Hsu et al., 2007;

Kirkpatrick, 2004; Levine, 1995; Pfeffer, 1994; Selvarajan et al., 2007; Stout, 2005; Subedi, 2006; Ulrich et al., 2008; Wang & Chen, 2013).

Conversely, Table 5.4 demonstrates that organizational culture consists of seven dimensions, which are; people orientation, employee involvement and participation, healthy working environment, employee empowerment, organizational commitment and support, organizational beliefs and ethics in addition to shared values, ethics, norms and goals. Each and every dimension within organizational culture certifies that it is vital for organizations to strengthen their culture with these dimensions if they want to have strong organizational culture. However, standpoints said by participants reveal that strong organizational culture constructively can lead to HR professionals' effectiveness. Such as, participant seven believed that:

"... We have very strong culture because Telenor is built around people. So culture is driving very strongly from Telenor group. And we have a talent and culture team as well and we feel that it is our culture that sets us apart from our competition. So anything we do today we are accounted to our culture. In fact that everything that we do shapes our effectiveness. Because as HR where supposed to walk and talk, we are the custodian of the culture so if we don't do it then we can't really ask people to do it as well..."

Alternatively, participant six supported the above mentioned argument that:

"... Yes we have very strong culture because our values are teamwork, passion, openness, integrity & accountability and efficient execution, which enable employees to behave professionally within the company. Our values teach our employees to show descriptive behaviours which bring effectiveness and same goes to my effectiveness as well..."

These results are in accordance with the previous studies (Barney, 1986; Clugston et al., 2000; Davidson, 2003; Deal & Kennedy, 1982; Denison & Mishra, 1995; Eileen et al., 2011; Goffee & Jones, 1996; Hellriegel et al., 1998; Kotter & Heskett, 1992; Koutroumanis & Alexakis, 2009; Ogbonna & Harris, 2002; Sadri & Lees, 2001; Schein, 2010, Wasti, 2003).

Finally Table 5.4 exhibits eight dimensions of high performance work system, which are; information sharing, high performance culture, continuous working improvement, effective talent management, competitive rewards and incentives, leadership support and commitment, high work engagement and effective feedback and actions. According to participants, their organizations are partially or comprehensively keen into these practices through systems which ultimately can initiate HR professionals' effectiveness. Nonetheless, it is seen by the feedback from the participants that even though their organizations are practicing different systems with different names such as; HR information system, HR management system, 360° performance system, performance management system, performance evaluation/appraisal system and talent review system, consequently, components of these systems are associated with the elements of high performance work system which were specified in earlier literature (Huselid, 1995; Zacharatos et al., 2005). Additionally, it can be comprehended by the responses from the participants that components of high performance work system can really contribute to HR professionals' effectiveness. As participant eight reported that:

“...Yes, I believe high performance work system can really support to enhance our effectiveness. Such as; putting into words SMART goals sets the baseline of effective performance management. Setting the goals right along with mapping the expectations to achieve them really help the employees and line managers to stay on the same page. Furthermore, giving effective feedback is critical to an effective performance management process. The feedback should be “action-based”, identified behaviours should be highlighted rather than a generic statement as feedback, which is a wrong approach...”

Likewise, participant seven testified that:

“...Yes absolutely high performance work system enhances effectiveness. As if I would know that I will perform better then I will be rewarded high accordingly, the need to perform better would be much higher instead that if I

would know I would get the same benefits as the one who performs low, because talent differentiation really needs to be there...”

The above findings of field study are in line with the prior researches which have shown the significant impact of high performance work system on HR professionals' effectiveness (Bartram et al., 2007; Dyer, 1993; Guthrie, 2001; Levine, 1995; Pfeffer 1994; Preuss, 2003; Purcell et al., 2003; Snell & Youndt, 1995; Stanton et al., 2010; Zacharatos et al., 2005). Nevertheless, it is validated that high performance work system is being used in the industry with different names but with similar components, yet the aims of all of these systems are to focus on key business processes instead of individual jobs as well as to create a competitive environment in setting the right kind of goals and objectives which eventually result in HR professionals' effectiveness.

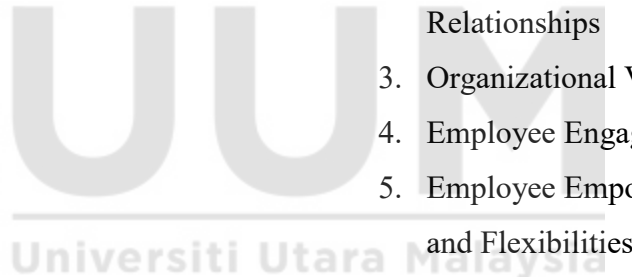
In several studies in the management literature on the relationship between IV and DV, it is argued that the moderating variable is found to play a significant role (Chenhall & Brownell, 1988; Krasner, 1982; MacKinnon, Lockwood, Hoffman, Stephen & Sheets, 2002), hence, high performance work system perceived to moderate the relationship between human resource development and organizational culture with HR professionals' effectiveness by means of the above discussion as well as by way of previous literature affirms the effect of high performance work system on HR professionals' effectiveness (Dyer, 1993; Levine, 1995; Pfeffer, 1994; Purcell et al., 2003; Ryu & Kim, 2013). Further, Ryu and Kim (2013) suggested that the upcoming researches should test the moderating link of high performance work system with HR effectiveness in different cultural and instrumental environments. Additionally, resource-based view (RBV) theory also endorses HR system can assist firms to

triumph sustainable competitive advantage through facilitating the development of HR professionals' competencies and by producing composite social relationships that are entrenched in a firm's history and culture along with by generating organizational tacit knowledge (Barney, 1992; Reed & DeFillippi, 1990; Wright & McMahan, 1992). Therefore, high performance work system establishes the moderating relationship between human resource development, organizational culture and HR professionals' effectiveness. Table 5.5 shows final constructs and their elements.

Table 5.5
Elements of Dependent, Independent and Moderating Variables

Independent Variables	Moderating Variable	Dependent Variable
Human Resource Development	High Performance Work System	HR Professionals' Effectiveness
<ul style="list-style-type: none"> • Knowledge/Education • Skills • Abilities • Values • Career Development Opportunities • Physical Working Environment 	<ul style="list-style-type: none"> • Information Sharing • High Performance Culture • Continuous Work Engagement • Effective Talent Management 	<ul style="list-style-type: none"> • Recruitment <ol style="list-style-type: none"> 1. Strategic HR Planning 2. Well Established Staffing Process 3. Staffing Performance Targets 4. Strategic External Recruitment 5. Strategic Internal Recruitment • Responsiveness <ol style="list-style-type: none"> 1. Employees' Well Being 2. Quick Response 3. Effective Employee Relations Channels • Open Communication
Organizational Culture <ul style="list-style-type: none"> • People Orientation • Employee Involvement and Participation • Healthy Working Environment 	<ul style="list-style-type: none"> • Competitive Rewards and Incentive • Leadership Support and Commitment 	

-
- Employee Empowerment
 - Organizational Commitment and Support
 - Organizational Beliefs and Ethics
 - Shared Values, Ethics, Norms and Goals
 - High Work Engagement
 - Effective Feedback and Action
1. Sustainable Competitive Advantage
 2. Selective Information, Transparent, Honest and Consistent
 3. Effective Communication Tools
 4. 360° and Continuous Feedback
- **HR Policies**
 1. Appropriate Feedback Channels
 2. Strengthen Employee Relationships
 3. Organizational Values
 4. Employee Engagement
 5. Employee Empowerment and Flexibilities
 - **HR Practices and Procedures**
 1. Annual Strategic Planning Alignment via Practices and Procedures
 2. Proactive HR Practices
 3. Competent Team Formation
 4. High Employee Commitment and Devotion
 - **HR Responsibilities**
 1. Proactive HR Approach
-



-
2. Empowerment of Team
Leader/Manager
 3. Employees' Needs
Fulfilment

- **HR Roles**

1. Performance
Management/Evaluation
System
2. Formal and Informal
Communication Sessions
3. Meeting the KPIs
4. Effective Management –
Employee Relations

- **Providing Career Plans**

1. Organizational Support
2. Personal/Individual
Development Plan
3. Effective Performance
Management System
4. Talent Management
Program
5. Annual Training Programs
6. Career Development Plans

- **Providing Support and
Services**

1. Cultural Values and
Beliefs
 2. Strong Management
Support
 3. Effective Communication
-



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-
4. Reliance on Team Members Support
 5. Effective Feedback Channels
-

5.2.3 Final Research Model

Above Table exhibits the absolute variables and their elements along with key strategic functions and their components which impact on HR professionals' effectiveness. As mentioned earlier, high performance work system moderates the influence of human resource development and organizational culture on HR professionals' effectiveness. Conversely, qualitative findings demonstrate that key elements of high performance work system can play a significant role in persuading the impact of pivotal elements of human resource development and organizational culture on key strategic functions and their components which are essentials to develop HR professionals' effectiveness. These findings are identified by the content analysis which has been derived from the responses of HR managers/executives working in telecom firms of Pakistan through semi structured interviews. All of the participants recognize these findings. However, the final research model has been developed and presented in below figure 5.1. This research model is distinctive in a sense that it has been developed grounded on the field interviews from ten HR professionals employed in five telecom firms of Pakistan as well as from extensive literature review.

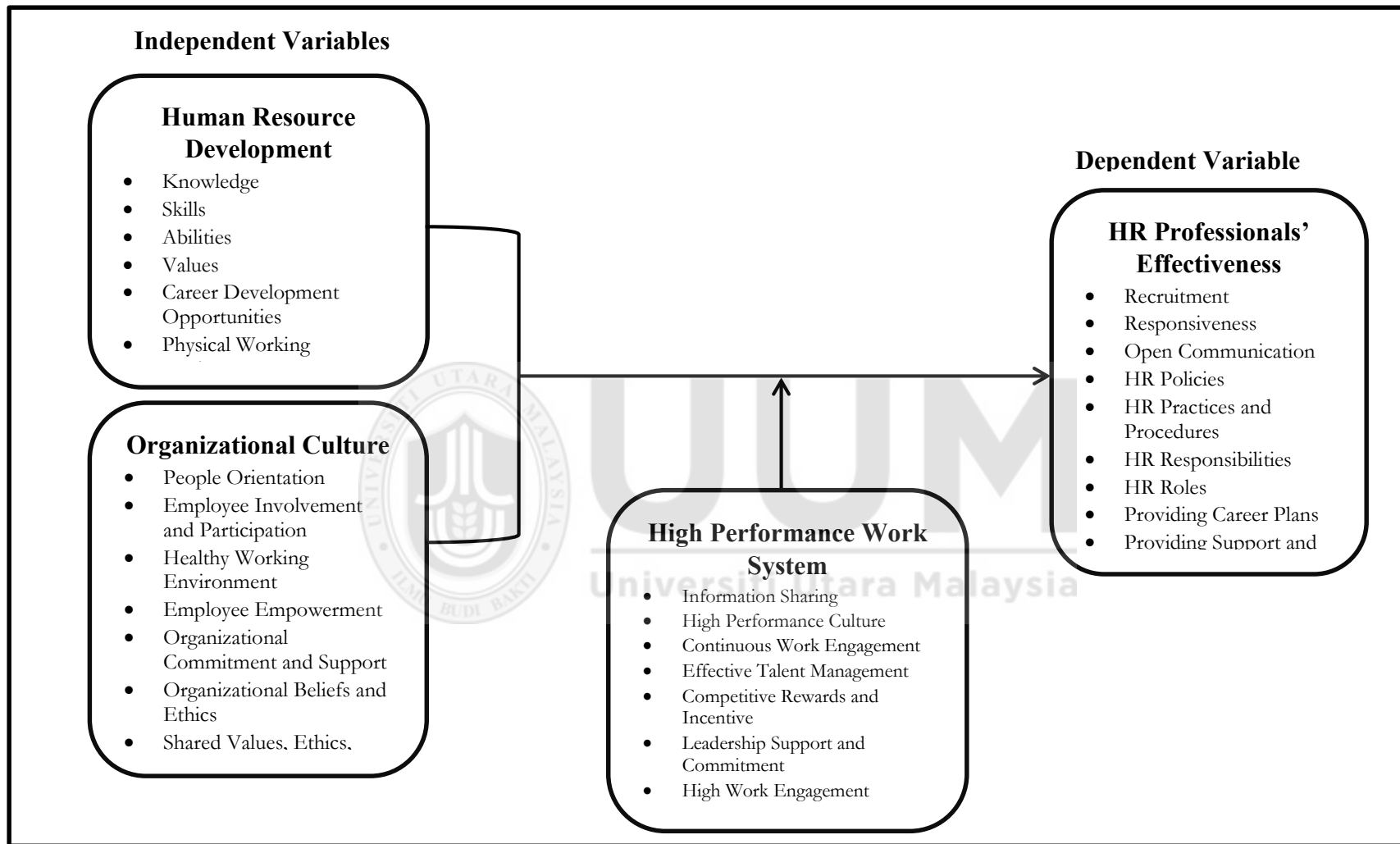


Figure 5.1
Final Research Model of the Study

5.4 Hypotheses Development

Above discussion forms the final research model as a foundation to proposition the research hypotheses for the current research. Figure 5.1 displays the final research model which has been affirmed by the qualitative field study, initially which was developed by extensive literature review. However, subsequent on the discussion on the conceptualization of the study and consequent demonstration of schematic diagram (research framework), direct and moderating hypotheses are proposed as follows:

5.4.1 Direct Hypotheses

Earlier studies have shown that by developing human resource, organizations can advance the core competencies of their employees which can enhance the effectiveness of individuals and organizations along with accomplishing the sustainable competitive advantage (Albanese, 1989; Delaney & Huselid, 1996; Ferris et al., 1999; Hsu et al., 2007; Kirkpatrick, 2004; Snell et al., 1996; Stout, 2005; Subedi, 2006; Quinn et al., 1996). Additionally, the importance of organizational human resource cannot be stressed too vastly subsequently it is a vital source of an organization's competitiveness (Hsu et al., 2007). Each of above mentioned studies partially or absolutely has revealed the significant impact of human resource development on HR professionals' effectiveness. Moreover, as it is stated earlier, participants of qualitative field study have also endorsed that human resource development has absolute positive impact on HR professionals' effectiveness. Hence, it is hypothesized that:

Hypothesis One: Human resource development significantly influences HR professionals' effectiveness.

Subsequently since the advent of 21st century, organizational culture is a very important subject matter in the literature of organizational studies. Numerous researchers have inspected organizational culture as a source of competitive advantage (Barney, 1986; Ott 1989; Pfeffer, 1994; Wilkins & Ouchi, 1983). Moreover, Denison and Mishra (1995) indicated that specific traits of organizational culture may be useful predictors of individuals and organizational effectiveness. These specific traits 'values, norms, beliefs, attitudes, philosophies, principles and assumptions' offer the organization its inimitable character could be vocal or non-verbalized behaviour that defines the ways in which things get done (Brown, 1998). Sadri and Lees (2001) underlined that those organizations which are able to form and nurture positive cultures are more profited and sustain competitive advantage. However, previous studies have found the strong link between organizational culture and individuals' effectiveness (Clugston et al., 2000; Wasti, 2003). Consequently, the prior discussion leads to the following hypothesis:

Hypothesis Two: Organizational culture significantly influences HR professionals' effectiveness.

5.4.2 Moderating Hypotheses

High performance work system has been recognized as an operational means of promoting human resource within an organization (Wang & Chen, 2013). Likewise, Hsu et al. (2007) argued that high performance work systems facilitate the development of human resource within firms and evidently competent human resource

is expected to lead in increased effectiveness. Organization can achieve advanced level of human resource through comprehensive implementation of high performance work system (Wang & Chen, 2013). Moreover, high performance work system can be seen as an essential strategic tool by means to develop and sustain core competencies, and as an important circumstance for strategic execution (Levine, 1995; Pfeffer, 1994; Dyer, 1993). However, Ulrich et al. (2008) support this argument by claiming that competencies denote to the knowledge, skills and behaviours verified by individuals for attaining their work effectively.

Hypothesis Three: High performance work system moderates the significant influence of human resource development on HR professionals' effectiveness.

In spite of the fact that, research has shown organizational culture is a management philosophy and a technique of managing people inside the organizations to expand their inclusive effectiveness and performance (Kotter & Heskett, 1992). Highly effective organizations own a culture that inspires employee involvement that ultimately leads to employees' productivity. However, productivity is an apt performance measurement which includes both efficiency and effectiveness. Consequently, employees show willingness to become involved in goal setting, decision-making or problem resolving undertakings, which successively lead to greater employees' effectiveness (Hellriegel, Slocum & Woodman, 1998). Yet, firms need to identify that their HR developing practices are essentially harmonized with the organizational culture. The fundamental argument of high performance work system is that organization can create conducive environment in workplace with the intention

to encourage HR professionals to attain the higher organizational objectives (Whitener, 2001). Therefore, above discussion drives the hypothesis:

Hypothesis Four: High performance work system moderates the significant influence of organizational culture on HR professionals' effectiveness.

5.5 Quantitative Findings

Quantitative study was undertaken by conducting field surveys from HR professionals (HR generalists and HR specialists) of five telecom firms of Pakistan. The aim of quantitative study was to test the hypothesized model. Nevertheless, the research model has been assessed in two stages, through measurement model and structural model which have been recommended by previous scholars (Diamantopoulos & Sigauw, 2006; Hair, Hult, Ringle & Sarstedt, 2014; Henseler & Fassott, 2010). The measurement model was assessed by means of composite reliability, convergent and discriminant validities and average variance extracted (AVE) grounded on the criteria proposed by various researcher (Bagozzi & Yi, 1988; Chin, 1998a; Gefen, Straub & Boudreau, 2000). The structural model was assessed through hypotheses testing, coefficient of determination (R^2), effect size (f^2) and predictive relevance (Q^2) constructed on the criteria endorsed by the scholars (Chin, 1998a; Cohen, 1988; Fornell & Cha, 1994).

5.5.1 Data Collection and Response Rate

The quantitative data collection started in early September 2015. However, after numerous follow ups for reclamation of the questionnaire, the quantitative field study had been terminated at the end of January 2016. As it is stated in the target

population section (see chapter four), the population of the current study was 110 HR professionals, including, HR specialists and HR generalists of five telecom firms. However, in the qualitative phase of this study 10 HR professionals (HR specialists) were interviewed, and a pilot study was conducted by means of reviewing the responses from 15 HR professionals. Nonetheless, the quantitative phase does not contain those HR professionals who had been part of the qualitative and pilot studies of the current research. Consequently, the remaining 85 HR professionals were expected to be appropriate for the quantitative study. In the quantitative phase of the study, a total of 75 questionnaires were distributed to HR professionals across 3 regions, which are; central, south and north regions as well as head office.

This research applied different survey techniques to increase the response rate, for example; face to face, emails and web (online questionnaire). Conversely, the researcher mainly trusted the email and web surveying techniques. Baruch and Holtom (2008) recommended that e-data collection methods, such as; email, phone and web succeeded in increasing the response rates as high as or higher than old-fashioned mail or face to face methods. Sitzia and Wood (1998) argued that response rate has been comprehensively outlined as a proportion of the preliminary chosen sample for enclosure in the research. Besides, conferring to Biemer and Lyberg (2003) response rates have been commonly reflected to be the most extensive related statistic for the excellence of surveys in social sciences research. Hence, permitted to generalize the findings of the study for the aim to represent the whole population, researchers needed to maximize the response rate. However, out of 75 distributed questionnaires, 40 valid questionnaires were received. The retrieved survey questionnaires represent 53.33

percent response rate (see Table 5.6). Unusually, permitting to some scholars (Iacobucci & Churchill, 2009; Jusoh, Ibrahim & Zainuddin, 2008; O'Sullivan & Abela, 2007), 12 to 20 percent response rate is acceptable.

On the other hand, Baruch and Holtom (2008) have examined the response rate levels and trends in the meta-analysis of different organizational researches in social sciences, in which they suggested that the mean response rate for the studies on individual level was 52.7 percent with a standard deviation of 20.4, and the mean response rate for studies on organizational level was 35.7 percent with a standard deviation of 18.8. Therefore, 53.33 percent response rate is acceptable in organizational research. Additionally Baruch and Holtom (2008) proposed the reasons, which have been examined previously by Morris and Fenton-O'Creevy (1996) for non-response or low response rates in a research which produced a 33 percent response rate. Among top of those reasons are; respondents are too busy to respond, 28 percent; who consider survey is not relevant, 14 percent; address was not available to return the questionnaire, 12 percent; and occasions when it was company's policy not to respond to the surveys were 22 percent. The remaining 24 percent have not stated any clear reason for not responding to the survey. Every single reason among these is problematic definitely, nevertheless, the formal policies by companies against responding to the survey signify a sincere intimidation to survey-based organizational research.

Moreover, the reclaimed responses are reflected to be adequate for the reasons such as, considering cost and time linked with additional follow-ups (Armstrong & Overton, 1977) and the fact that the respondents are too busy (Morris & Fenton-

O’Creevy, 1996) with their extreme responsibilities and duties due to intense competition into the industry, consequently, the field study had to be called off. In addition, the reclaimed responses (40) is acceptable since the PLS-SEM analysis technique can tolerate trivial sample size (Chin & Newsted, 1999; Hair et al., 2014; Hui & Wold, 1982; Reinartz, Haenlein & Henseler, 2009).

Table 5.6
Summary of the Response Rates

	N (HR Professionals)	Percentage (%)
Distributed Questionnaires	75	100.0
Returned Questionnaires	40	53.33
Response Rate	40	53.33

5.5.2 Data Preparation and Screening

After the field study have been called off, the first step was to verify the questionnaires either they are subjected to screening, omissions and ambiguity or if any questionnaire has the issue of abnormality/irregularity or inconsistency. Though, it is found that all questionnaires were complete and all of 40 questionnaires have been taken for further screening and normality.

5.5.2.1 Data Coding and Detection of Entry Error

Statistical package for social sciences (SPSS) version 23 is used for data entry and coding. Initially, each element has been specified with a serial number to assist in identifying outliers easily. Then entire items in the survey are labelled with names, such as; HR professionals’ effectiveness items are labelled as HRPE1-HRPE36, human resource development as HRD1-HRD21, organizational culture as OC1-OC12 and high performance work system as HPWS1-HPWS9, further the demographic

variables are labelled, such as; company/organization as RB1Com, gender as RB2Gen, age as RB3Age, qualification as RB4Qua, designation as RB5Des, working experience in current position as RB6Pos and working experience in current organization as RB7Org accordingly. The type, width, decimal, values of elements are also indicated in compliance with the data coding and entry process validation (Coakes & Steed, 2009; Green & Salkind, 2010). Subsequently, for detecting data entry error frequency was run through descriptive statistics after the data has been keyed-in, however, no error was found.

5.5.2.2 Analysis of Missing Values

Any kind of analysis technique does not endure data with missing values (Hair et al., 2010). Cohen and Cohen (1983) further claimed that missing values could be problematic, if they exceed a total value of 10 per cent of the data. However, no missing value was detected in any of the variable either dependent or independent variables as well as in demographic information, therefore data was treated as normal data.

5.5.2.3 Analysis of Outliers

Outliers are believed to take place once there are extreme values for some elements, which have been considerably diverse from other respondents. Outliers can undesirably impact on the findings of statistical analyses (Hair et al., 2014; Iacobucci & Churchill, 2004; Kumar et al., 2013). Though, in PLS it is not an issue to have outliers in any dataset since it deals with abnormal dataset (Hair et al., 2011). However, it is essential to inspect data for such elements and offer protection if they are existed.

As a result, for the purpose of perceiving the multivariate outliers, the Mahalanobis distance D^2 measure is used (Pallant, 2011; Tabachnick & Fidell, 2007), since this approach estimates the point of each observation matched with the mean point of all other observations in a set of elements (Hair et al., 2007a). Conversely, IBM SPSS 23 linear regression is used to calculate the Mahal distance D^2 . For detecting multivariate outlier, the rule of thumb is, any element whose D^2 value is larger than the Chi-square value is an outlier (Pallant, 2011). Grounded on the SPSS output from the regression analysis, the Mahal distance of entire elements ranged between the values 0.0547 and 15.463 (see Table 5.7). And further these values have been compared with Chi-Square values at the 0.001 level of significance, only one value is expected to be outlier with leverage value lower than 0.5. However, these findings had a lesser amount of influential power of this outlier (Hair et al., 2011). Accordingly, this element was engaged for additional analysis. The pertinent Tables are presented in Appendix 3.

Table 5.7
Residuals Statistics from SPSS Output

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	106.6770	177.5672	140.6500	17.30025	40
Std. Predicted Value	-1.964	2.134	.000	1.000	40
Standard Error of Predicted Value	1.787	7.140	3.270	1.199	40
Adjusted Predicted Value	104.9845	177.1089	140.6803	17.10732	40
Residual	-23.15974	28.98415	.00000	10.56659	40
Std. Residual	-2.106	2.635	.000	.961	40
Stud. Residual	-2.347	2.801	-.001	1.019	40
Deleted Residual	-28.77996	32.73086	-.03035	11.90722	40

Stud. Deleted Residual	-2.515	3.122	-.005	1.070	40
Mahal. Distance	.055	15.463	2.925	3.118	40
Cook's Distance	.000	.334	.033	.081	40
Centered Leverage Value	.001	.396	.075	.080	40

a. Dependent Variable: HRPE

5.5.2.4 Test of Normality

Normal data distribution represents the “symmetrical bell-shaped curve” which has the utmost frequencies in the centre with lesser frequencies in the direction of extremes (Gravetter & Wallnau, 2007). According to Field (2009), normality of the data is an important issue which needs to be addressed while performing data analysis, since most of the statistical assessments need normal data distributions, predominantly covariance-based structural equation modelling “CB-SEM” (Chin et al., 2003; Hair et al., 2007a). Though, for PLS-SEM it is not an issue to require normally distributed data (Lohmöller, 1989), yet, it is imperative to measure and to know about the distribution of the data before calculating inferential statistics (Hair et al., 2007a).

Several scholars recommended that normality of data may be accredited by means of computing the skewness and kurtosis values (Field, 2009; Hair, Black, Babin, Anderson & Tatham, 2006). Supplementary, Hair et al. (2006) simplified that kurtosis in general, measures the intensity of values cluster in the extremities of a distribution whereas skewness examines the irregularity of distribution. Hence, data is expected to be distributed normally if the z-values of skewness and kurtosis exceed ± 2.58 (Hair et al., 2007a). The z-value can be computed by the way of dividing statistics of the skewness and kurtosis by their standard errors (Pallant, 2011). Therefore, these values were calculated manually which have been presented in Table 5.8. Table reveals that

the z-values of high performance work system exceeds the point of reference, thus, it indicates that data is not normally distributed. Likewise, the statistics analysis of Kolmogorov-Smirnov and Shapiro-Wilks (see Table 5.9) is comprehended to see the significance level of variables which testify that all the variables are not significant at 0.001 level of significance which sanction that data is not normally distributed. Moreover, graphical plotting have been presented in Appendix 3 which support the above mentioned argument. As a result, it is concluded that data of current study is not normally distributed which provides extremely resilient justification for the adoption of PLS-SEM technique in this study as it is stated earlier.

Table 5.8
Skewness and Kurtosis Analysis

	N	Mean	SD	Skewness			Kurtosis		
				Statistic	SE	z-value	Statistic	SE	z-value
HRPE	40	140.6500	20.27193	-.884	.374	-2.36	1.291	.733	1.76
HPWS	40	35.0500	5.93965	-1.012	.374	-2.71	2.000	.733	2.73
HRD	40	81.6000	15.25140	-.189	.374	-0.51	-.173	.733	-0.24
OC	40	45.9250	7.17327	-.630	.374	-1.68	-.336	.733	-0.46
Valid (N)	40								

Table 5.9
Kolmogorov-Smirnov and Shapiro-Wilks Statistics

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
HRPE	.109	40	.200*	.945	40	.050
HRD	.083	40	.200*	.978	40	.603
OC	.164	40	.009	.928	40	.014
HPWS	.147	40	.030	.934	40	.023

a. Lilliefors Significance Correction

5.5.2.5 Test of Multicollinearity

Multicollinearity is a correlation among various independent variables (Hair *et al.*, 2010). Nonetheless, the optimum position is that linear correlation should be higher between the dependent and independent variables, while lesser relationship is expected among the independent variables. The independent variables are not expected to be linearly correlated in the multiple regression analysis such as structural equation modelling (SEM), as the greater the linear multicollinearity exists, the more difficult the explanation becomes among the relationships. Consequently, defining the impact of each predictor on the dependent variable becomes ambiguous, due to the combined inter-predictor associations (Field, 2009; Hair *et al.*, 2010). Additionally, scholars argue that because of the existence of the multicollinearity, the level of path-coefficient declines and the scope of standard error grows (Field, 2009; Tabachnick & Fidell, 2007) which ultimately declines the statistical impact (t-value). Based on the argument, it is obvious that multicollinearity places possible unreliable findings and assumptions.

For the purpose of identifying if multicollinearity occurs in the data or not, at the outset it is recommended that inter predictor relationship matrix should be inspected if there are two or more predicting variables which are extremely related (Hair *et al.*, 2010; Tabachnick & Fidell, 2007). They have proposed the rule of thumb of >0.9 as benchmark that recommends that multicollinearity exists. The correlation matrix which has been constructed by SPSS version 23 (see Table 5.10), displays no inter-construct relationship that exceeds the threshold value. The maximum relationship is among HR professionals' effectiveness and organizational culture, which is 0.829. Furthermore, Hair *et al.* (2007a) additionally suggested the

consideration of variance inflation factor (VIF) and tolerance values. Various researchers projected that if threshold values surpass <0.10 for tolerance value and >10 for VIF, it advocates a rigid multicollinearity exists (Amoroso & Cheney, 1991; Hair et al., 2010). Consequently, no multicollinearity exists by means of the lowest tolerance value is 0.318 and the highest VIF value is 3.148 as verified in Table 5.11.

Table 5.10
Correlation Matrix

		HRPE	HPWS	HRD	OC
HRPE	Pearson Correlation	1	.745**	.715**	.829**
	Sig. (2-tailed)		.000	.000	.000
HPWS	Pearson Correlation	.745**	1	.712**	.798**
	Sig. (2-tailed)	.000		.000	.000
HRD	Pearson Correlation	.715**	.712**	1	.703**
	Sig. (2-tailed)	.000	.000		.000
OC	Pearson Correlation	.829**	.798**	.703**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	40	40	40	40

** . Correlation is significant at the 0.01 level (2-tailed).

Table 5.11
Regression Analysis

Model		Unstandardized		Standardized		Collinearity	
		Coefficients	Std. Error	Coefficients	t	Sig.	Tolerance VIF
1	(Constant)	27.018	11.722		2.305	.027	
	HPWS	.463	.526	.136	.880	.385	.318 3.148
	HRD	.293	.173	.220	1.688	.100	.443 2.257
	OC	1.601	.430	.566	3.726	.001	.327 3.062

a. Dependent Variable: HRPE

5.5.2.6 Common Method Variance

In this study, data was collected from different level of respondents, such as; HR managers/executives, operational managers, functional managers and line managers for both independent and dependent variables. As stated by Avolio, Yammarino and Bass (1991), the common method bias might be a genuine problematic issue in investigating the relations between the attitudinal or psychological data gathered from a single source at one time. In fact, this might not a subject matter in this study since data has been collected from various levels of managers as stated earlier. The intention behind this engagement was to recognize the perceptions of all level of employees about HR undertakings inside the organization, since qualitative phase of this study had acknowledged purely the perceptions of HR specialists, which are; HR managers/executives. Moreover, all of these managers by hook or by crook are engaged in HR everyday jobs. Additionally, Bagozzi, Yi and Phillips (1991) claimed that a high inter-predictor correlations (>0.90) can also cause common method variance. Stimulatingly, earlier multicollinearity test displays that there is no indication of any two predictors being extremely related to each other. The maximum correlation is among HR professionals' effectiveness (dependent variable) and organizational culture (independent variable), which is 0.829.

In addition to that, the Harman's single-factor analysis has been done in SPSS 23, by way of loading each and every indicator as per single factor. Consequently, each item is subjected to no-rotation standard component factor analysis. In this subject matter, if one of the factor specifically explains foremost variance, however, common method bias turns out to be problematical (Podsakoff & Organ, 1986). Therefore, no

evidence is found for common method variance as all the factors extracted have eigenvalues more than 1.0 and also first factor explains only 36.493 percent of the total variance which is less than 50 percent.

5.5.3 Descriptive Statistical Analysis

Descriptive statistical analysis designates the respondents' demographic background who contributed in the current study. Individuals' characteristics of the respondents, for instance; gender, age, organization/company, highest qualification, designation, working experience in the current position and organization are specified in the Table 5.12.

Table 5.12
Demographic Analysis

Variables	Category	Frequency	Percentage	Valid Percentage	Cumulative Percent
Gender	Male	32	80.0	80.0	80.0
	Female	8	20.0	20.0	100.0
	Valid Total	40	100.0	100.0	
Age	Less than 30 Years	14	35.0	35.0	35.0
	31 – 40 Years	25	62.5	62.5	97.5
	41 – 50 Years	0	0.0	0.0	97.5
	51 Years and Above	1	2.5	2.5	100.0
	Valid Total	Total	40	100.0	100.0
Organization	Mobilink	10	25.0	25.0	25.0
	Telenor	7	17.5	17.5	42.5
	Ufone	6	15.0	15.0	57.5
	Zong	11	27.5	27.5	85.0
	Warid	6	15.0	15.0	100.0

Valid	Total	40	100.0	100.0	
Highest Qualification	Ph.D	1	2.5	2.5	2.5
	MS/M.Phill	5	12.5	12.5	15.0
	Masters	29	72.5	72.5	87.5
	Bachelors	5	12.5	12.5	100.0
Valid	Total	40	100.0	100.0	
Designation	HR	7	17.5	17.5	17.5
	Manager/Executive				
	Operation Manager	15	37.5	37.5	55.0
	Functional	13	32.5	32.5	87.5
	Manager	4	10.0	10.0	97.5
	Line Manager	1	2.5	2.5	100.0
	Other	0	0.0	0.0	
Valid	Total	40	100.0	100.0	
Working Experience in the Current Position	1 – 3 Years	16	40.0	40.0	40.0
	4 – 6 Years	7	17.5	17.5	57.5
	7 – 9 Years	13	32.5	32.5	90.0
	10 – 12 Years	3	7.5	7.5	97.5
	More than 12 Years	1	2.5	2.5	100.0
Valid	Total	40	100.0	100.0	
Working Experience in the Current Organization	1 – 3 Years	12	30.0	30.0	30.0
	4 – 6 Years	14	35.0	35.0	65.5
	7 – 9 Years	7	17.5	17.5	82.5
	10 – 12 Years	7	17.5	17.5	100.0
	More than 12 Years	0	0.0	0.0	100.0
Valid	Total	40	100.0	100.0	

As we can see from the Table, 80 percent of the respondents are males and only 20 percent are females, which exhibits that telecom industry in Pakistan is male dominated. Despite telecom industry largely relying on young energetic managers who can perform tasks effectively, as total of 97.5 percent respondents represent first two groups, which are; less than 30 years and the age group of 31 to 40 years. Moreover, 25, 17.5, 15, 27.5 and 15 percent respondents are from Mobilink, Telenor, Ufone, Zong and Warid respectively. 72.5 percent respondents are having master degree as highest qualification while 12.5 percent each respondents are MS/M.Phil. and bachelor degree holder, besides only 1 respondent is doctorate holder. It shows that minimum qualification must be at least master degree to hold for managing responsibilities.

As it is stated earlier in the section of common method variance, this study intended to get perceptions from all level of managers about HR undertakings within the organization, since qualitative phase of the study purely relied on the higher level of managers, which was HR managers/executives “HR specialists”. Nonetheless, 82.5 percent of managers who have contributed in this study are non-executives “HR generalists”, among these respondents 37.5 percent respondents are operation managers, 32.5 percent functional managers and 10 percent line managers. All of these managers are one way or another attached with HR undertakings and these managers are well versed with HR polices besides they frequently communicate with other employees for the implementation of the HR policies together with getting feedback from them. Major part of the respondents “90 percent” are holding current position since 7 to 9 years, while almost two quarter “65.5 percent” of the respondents are attached with their organization since six years. Whereas 17.5 percent each

respondents are working with their current organization since 7 to 9 years and 10 to 12 years. However, not a single respondent of the study is attached with his/her organization more than 12 years, which validate that HR professionals in telecom sector like to switch job after 12 years of working experience in the same organization.

5.5.4 Assessment of Measurement Model (Outer Model)

In PLS-SEM there are two steps to assess any model, the measurement model and the structural model (Deal, 2006; Hair et al., 2012; Henseler, Ringle & Sinkovics, 2009), similarly to covariance-based structural equation modelling (CB-SEM), the Goodness-of-Fit (GoF) and the Goodness-of-Measure (GoM) assessments (Hair, Tatham, Anderson, & Black, 2007b). Measurement model which is also acknowledged by means of outer model, is a structural correlations among latent variables and their indicators (Anderson & Gerbing, 1988; Tabachnick & Fidell, 2007). Henseler et al. (2009) proposed that outer model can be measured through convergent and discriminant validities using the values of composite reliability (CR) and average variance extracted (AVE). Moreover, the indicators' reliability was assessed by outer-loadings and cross-loadings. All of these measurement techniques have been assessed grounded on some particular threshold values established by various scholars, for instance (Fornell & Larcker, 1981b; Hair et al., 2014; Henseler et al., 2009).

5.5.4.1 Indicator Reliability

The standard PLS algorithm was run with the intention of obtaining the loadings of the indicators, cross-loadings, AVE and CR in Smart-PLS 3 (Ringle et al., 2005). Hair et al. (2011) and Henseler et al. (2009) recommended the threshold value for individual items loading which have to be larger than 0.70, conversely, Hulland

(1999) proposed the cut-off point of 0.4 and they further expanded that every indicator value whose outer loading is smaller than 0.4 must be taken out from the measurement model. Likewise most recently, Hair et al. (2014) postulated that those indicators that have outer loadings between 0.40 and 0.70 ought to reflect for elimination from the measurement model exclusively once removing the indicator will lead to a growth of the values of CR and/or AVE beyond the proposed threshold values. It would be discussed in the section of convergent validity for standard values of AVE and CR.

The PLS standard algorithm has been calculated for the first time (see figure 5.2) in SmartPLS 3.0 and attained the factor loadings as well as cross-loadings. This research has established the threshold criteria for outer loadings given by Hair et al. (2014). According to this criteria items' loadings which have been retained for testing the model ranged between 0.595 to 0.887 which is considerably accepted in exploratory research because retaining these items have competed the threshold criteria of AVE (0.5) and CR (0.7) proposed by (Bagozzi & Yi, 1988; Fornell & Larcker, 1981a; Gefen et al., 2000; Hair et al., 2010), however, results show that there were few items which loaded poorly (see Table 5.13) as per threshold by Hair et al. (2014). Below Table exhibits the items for each variable which have been removed from the model. A total of 10 items have been deleted from HR professionals' effectiveness, while 7 from human resource development and 2 from organizational culture. Whereas there are three items in moderating variable which have been deleted. All of these items had poor loadings as compared to the threshold discussed earlier.

Table 5.13
Loadings of Deleted Items

Constructs	Items	Loadings
HR Professionals' Effectiveness	HRPE2	0.493
	HRPE10	0.481
	HRPE14	0.575
	HRPE15	0.573
	HRPE16	0.413
	HRPE18	0.452
	HRPE20	0.309
	HRPE21	0.454
	HRPE28	0.540
	HRPE33	0.463
Human Resource Development	HRD4	0.543
	HRD9	0.431
	HRD10a	0.595
	HRD10b	0.577
	HRD10c	0.533
	HRD15	0.473
	HRD20	0.597
	Organizational Culture	OC1
OC11		0.577
High Performance Work System	HPWS1	0.468
	HPWS3	0.580
	HPWS6	0.495

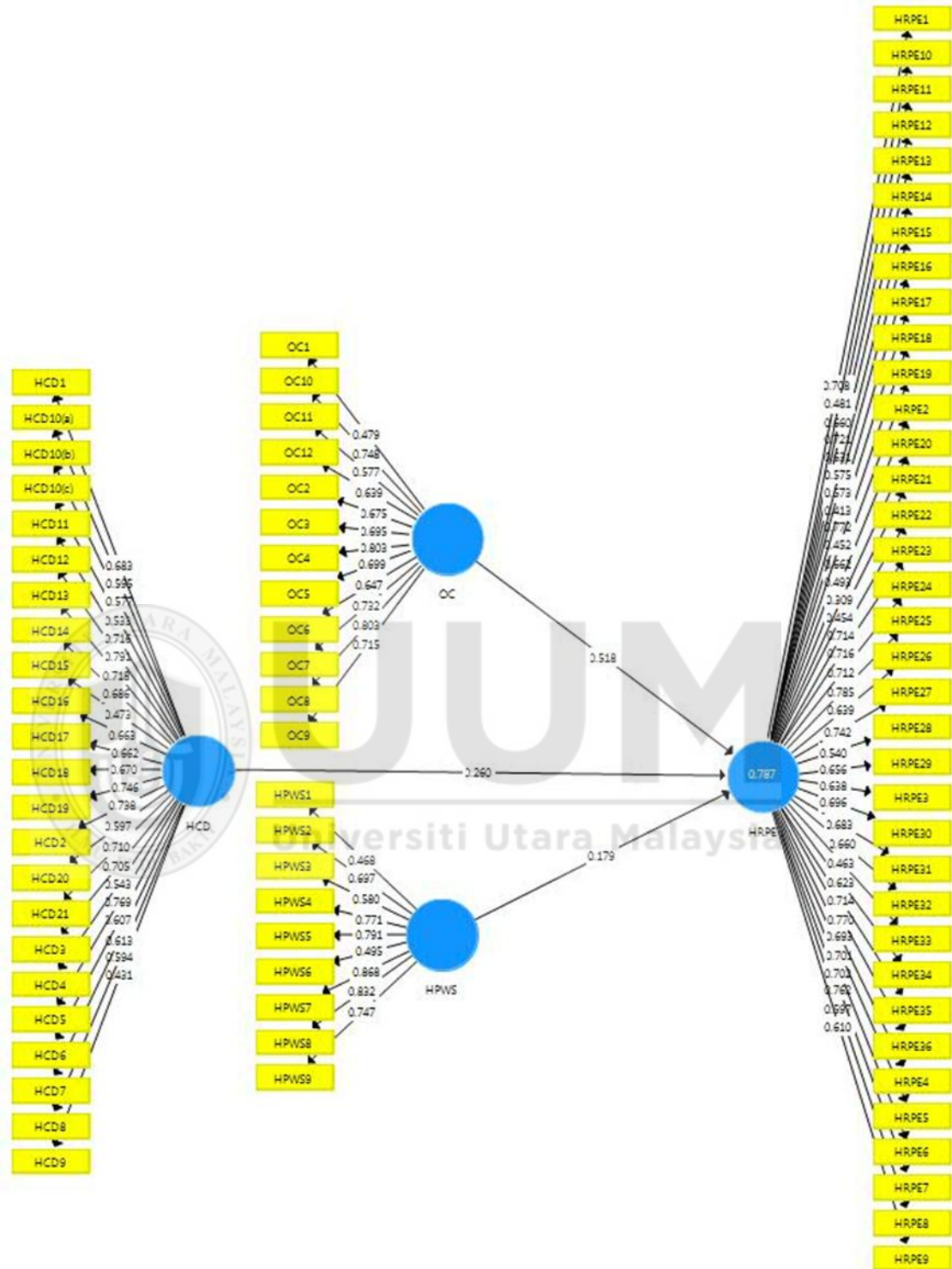


Figure 5.2
Initial Measurement Model (PLS Algorithm)

These items looked to be underneath the criterion constructed by Fornell and Larcker (1981b) and Hair et al. (2014), who suggested that items between loading 0.4 and 0.7 should be deleted once the removed items will result into an increase in the values of AVE and/or CR. Nevertheless, indicator's loading for each construct is greater in its corresponding construct over the cross-loadings in other constructs, therefore, this specifies a respectable internal consistency of the measurement. Conversely, items HRD10b with loading (0.595) and HRD20 with loading (0.597) have been deleted, whereas HRPE13 with loading (0.595) is retained even though the latter is low (see figure 5.3). This is for the reason that deletion of HRD10b and HRD20 leads to an increase in the values of CR and AVE of human resource development construct to the minimum threshold values as stated earlier, consequently, they have been removed. On the other hand by retaining HRPE13 doesn't increase or decrease in the values of CR and AVE of HR professionals' effectiveness, thus, it was retained. This employed to additional afflicted items, which is considerably accepted in exploratory study (Hair et al., 2014). Below Table 6.9 shows the factor loadings and cross loadings of all the indicators.

Table 5.14
Factor Loadings and Cross Loadings

Indicators	HRPE	HRD	OC	HPWS
HRPE1	0.712	0.692	0.588	0.592
HRPE3	0.643	0.449	0.339	0.516
HRPE4	0.705	0.440	0.375	0.573
HRPE5	0.714	0.453	0.405	0.598
HRPE6	0.727	0.401	0.620	0.513
HRPE7	0.780	0.390	0.627	0.635
HRPE8	0.607	0.349	0.475	0.499

HRPE9	0.643	0.341	0.601	0.591
HRPE11	0.691	0.326	0.608	0.582
HRPE12	0.705	0.552	0.587	0.564
HRPE13	0.595	0.574	0.556	0.452
HRPE17	0.781	0.542	0.686	0.550
HRPE19	0.637	0.435	0.612	0.541
HRPE22	0.717	0.637	0.579	0.591
HRPE23	0.692	0.555	0.672	0.448
HRPE24	0.707	0.654	0.622	0.577
HRPE25	0.789	0.615	0.753	0.647
HRPE26	0.623	0.522	0.595	0.405
HRPE27	0.724	0.685	0.627	0.553
HRPE29	0.665	0.469	0.500	0.575
HRPE30	0.686	0.535	0.579	0.512
HRPE31	0.711	0.348	0.482	0.490
HRPE32	0.685	0.500	0.525	0.658
HRPE34	0.630	0.503	0.607	0.577
HRPE35	0.746	0.516	0.630	0.663
HRPE36	0.787	0.543	0.748	0.673
HRD1	0.521	0.686	0.492	0.527
HRD2	0.567	0.752	0.522	0.620
HRD3	0.405	0.744	0.457	0.375
HRD5	0.545	0.756	0.494	0.542
HRD6	0.157	0.599	0.291	0.139
HRD7	0.264	0.611	0.253	0.194
HRD8	0.575	0.623	0.535	0.434
HRD11	0.565	0.734	0.606	0.620
HRD12	0.662	0.840	0.634	0.641
HRD13	0.624	0.766	0.620	0.574
HRD14	0.502	0.687	0.557	0.475
HRD16	0.404	0.633	0.312	0.455

HRD17	0.430	0.676	0.341	0.377
HRD18	0.593	0.680	0.541	0.523
HRD19	0.575	0.712	0.588	0.489
HRD21	0.550	0.734	0.580	0.449
OC2	0.458	0.543	0.682	0.578
OC3	0.648	0.492	0.730	0.617
OC4	0.684	0.655	0.804	0.643
OC5	0.633	0.599	0.704	0.618
OC6	0.533	0.375	0.659	0.443
OC7	0.626	0.391	0.754	0.686
OC8	0.751	0.538	0.800	0.611
OC9	0.624	0.480	0.714	0.487
OC10	0.581	0.673	0.728	0.651
OC12	0.543	0.483	0.617	0.498
HPWS2	0.653	0.426	0.637	0.762
HPWS4	0.699	0.734	0.665	0.766
HPWS5	0.589	0.471	0.637	0.765
HPWS7	0.707	0.535	0.710	0.887
HPWS8	0.707	0.612	0.671	0.841
HPWS9	0.492	0.531	0.613	0.745

5.5.4.2 Internal Consistency

For internal consistency of the measurement, a more robust analytical technique of measuring internal reliability which is known as composite reliability is suggested by Starkweather (2012). Hair et al. (2011) have suggested a threshold criteria for composite reliability which is grounded on Nunnally and Bernstein (1994), they claimed that the value of composite reliability should be higher than 0.70, even though they argue that in exploratory research, values between 0.60-0.70 can be tolerable point. Further it is emphasized that if composite reliability value is lower than

0.60, internal consistency believed to be scarce, whereas, values over 0.95 suggests an unsound measurement in accordance with it points out the latent constructs are assessing the same conception (Hair et al., 2014).

In this study, composite reliability for each latent construct was calculated in smart-PLS standard algorithm, findings display that all of the constructs have competed the lowest threshold value which is 0.70 (Hair et al., 2011; Henseler et al., 2009). Table 5.15 affirms that HR professionals' effectiveness's composite reliability is 0.940, while, for human resource development and organizational culture composite reliabilities are 0.937 and 0.915 respectively. Whereas high performance work system has composite reliability value 0.912. It must be noted that composite reliabilities of all the latent constructs have met the threshold criteria as discussed earlier.

5.5.4.3 Convergent Validity

Convergent validity is a point of arrangement between several items in assessing a certain concept (Hair et al., 2014). However, for the purpose of evaluating the convergent validity, AVE was applied built on criteria proposed by Fornell and Larcker (1981a) and Hair *et al.* (2010). Conferring to Hair et al. (2014), it is inevitable that latent construct need to explain a minimum half of the variance in the indicators. In view of that Hair et al. (2010) proposed that factor loadings of each item must be higher than 0.708, as its square root is equivalent to 0.5. Table 6.10 discloses that the value of AVE for construct has met and surpassed the lowest threshold value suggest by Hair et al. (2014).

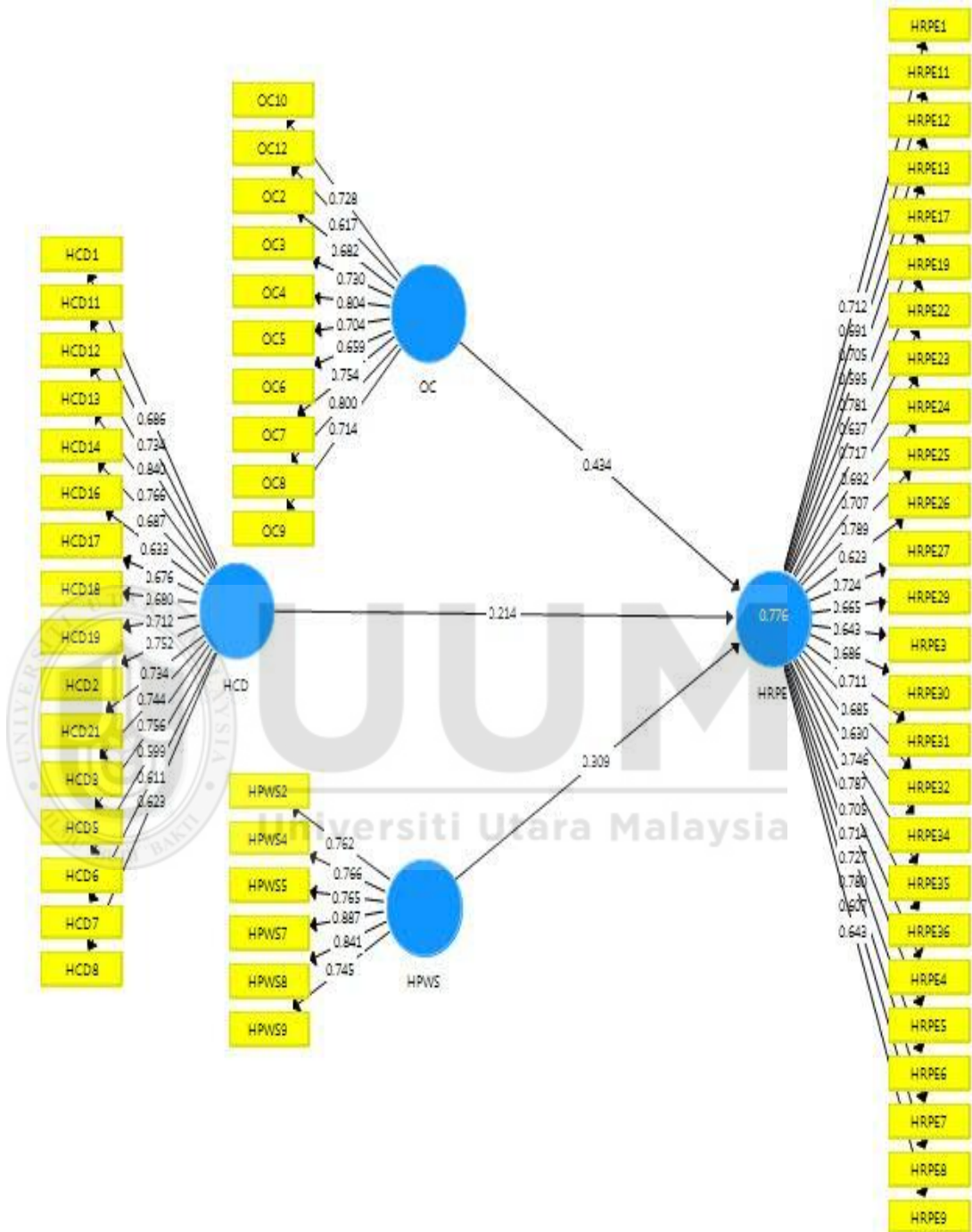


Figure 5.3
Final Measurement Model (PLS Algorithm)

Table 5.15
Internal Consistency, Reliability and Convergent Validity

Construct	Indicators	Loadings	AVE	Composite Reliability
HR Professionals' Effectiveness	HRPE1	0.712	0.500	0.94
	HRPE3	0.643		
	HRPE4	0.705		
	HRPE5	0.714		
	HRPE6	0.727		
	HRPE7	0.78		
	HRPE8	0.607		
	HRPE9	0.643		
	HRPE11	0.691		
	HRPE12	0.705		
	HRPE13	0.595		
	HRPE17	0.781		
	HRPE19	0.637		
	HRPE22	0.717		
	HRPE23	0.692		
	HRPE24	0.707		
	HRPE25	0.789		
	HRPE26	0.623		
	HRPE27	0.724		
	HRPE29	0.665		
HRPE30	0.686			
HRPE31	0.711			
HRPE32	0.685			
HRPE34	0.63			
HRPE35	0.746			
HRPE36	0.787			
Human Resource Development	HRD1	0.686	0.501	0.937

	HRD2	0.752		
	HRD3	0.744		
	HRD5	0.756		
	HRD6	0.599		
	HRD7	0.611		
	HRD8	0.623		
	HRD11	0.734		
	HRD12	0.84		
	HRD13	0.766		
	HRD14	0.687		
	HRD16	0.633		
	HRD17	0.676		
	HRD18	0.68		
	HRD19	0.712		
	HRD21	0.734		
Organizational Culture	OC2	0.682	0.520	0.915
	OC3	0.73		
	OC4	0.804		
	OC5	0.704		
	OC6	0.659		
	OC7	0.754		
	OC8	0.8		
	OC9	0.714		
	OC10	0.728		
	OC12	0.617		
High Performance Work System	HPWS2	0.762	0.634	0.912
	HPWS4	0.766		
	HPWS5	0.765		
	HPWS7	0.887		
	HPWS8	0.841		
	HPWS9	0.745		

Table 5.15 depicts that the AVE value for HR professionals' effectiveness is 0.50 which is dependent variable of the current study, for human resource development it is 0.501 and for organizational culture it is 0.520 which are independent variables, whereas, high performance work system which is the moderating variable, denotes the highest AVE value which is 0.634.

5.5.4.4 Discriminant Validity

Discriminant validity explains essentially how indicators are demonstrating the constructs, moreover, how much they are different from other constructs (Hair et al., 2014). The discriminant validity is calculated through PLS algorithm established on criteria specified by Fornell and Larcker (1981a), who verified that the square root of AVE value for any specific construct must be greater than the relationship of that construct with other constructs in the model, subsequently, Venkatesh and Morris (2000) also sustained the same argument. Additionally, discriminant validity can be measured through the values of latent variables' factor and cross-loadings similarly, however, corresponding with square root of AVE, the factor loading of a particular indicator must be greater than the cross loading of that particular indicator Chin (1998a).

Table 5.16
Discriminant Validity

Constructs	HRPE	HRD	OC	HPWS	AVE
HRPE	0.707				0.500
HRD	0.489	0.708			0.501
OC	0.621	0.475	0.721		0.520
HPWS	0.539	0.499	0.674	0.796	0.634

Note: The values in the diagonals cells (**bold**) are the square root of the AVE while the unbolded values are the correlations

The highest link within the constructs is 0.674 which is between organizational culture and high performance work system, pursued by HR professionals' effectiveness and organizational culture with the value of 0.621, while between HR professionals' effectiveness and high performance work system correlation is 0.539 and between human resource development and high performance work system it is 0.499, whereas link between HR professionals' effectiveness and human resource development is 0.489, the least correlation is among organizational culture and human resource development with the value 0.475. In contrast, the square root values of AVE for all the constructs are above the correlations of that construct with other constructs. Table 5.16 shows that the lowest square root value of AVE is 0.707 which indicates HR professionals' effectiveness, nonetheless, this value is still above the values of correlations of all the constructs. These findings are consistent with Compeau *et al.* (1999) benchmarks.

Likewise, the discriminant validity has also been evaluated through the degree of correlations between the individual items which is presented earlier in the Table 6.9 of factor loadings and cross-loadings. Nevertheless, similar to the results of correlation of latent variables, the correlation of individual items directed virtuous discriminant validity as well, by means of there is not a single indicator that showed higher correlations in any other construct excluding its own construct. Established on the criteria advised by scholars (Chin, 1998a; Fornell & Larcker, 1981b), indicators are extra devoted to their parent construct than in any other construct.

5.5.5 Assessment of Structural Model

The structural model is also measured in addition to the successful evaluation of the measurement model, which was the requirement for sequential analyses in SmartPLS3. However, this section will describe the methods, procedures as well as the criteria which have been used by this research to measure the structural model. Starting with the relevance and significance of the structural model is assessed established on the values of path coefficients, statistical t-values in addition to standard errors. Moreover, the hypotheses were evaluated and tested built on yardsticks given by Chin (1998a) and Hair *et al.* (2011) which is done by bootstrapping in SmartPLS3 for both models “main effect and moderating effect”. In the same way, coefficient of determination (R^2) is also applied centred on yardsticks recommended by previous scholars (Chin, 1998a; Cohen, 1988), to assess the variance simplified by the predictor variables in the outcome variable. Additionally by following Cohen (1988) criteria, the effect size (f^2) of each exogenous variable in addition to the moderator is assessed as well. Finally, the blindfolding technique is practiced to regulate the predictive capability (Q^2) plus effect size (q^2) through benchmarks offered by (Chin, 1998a; Hair *et al.*, 2011; Henseler *et al.*, 2009).

5.5.5.1 Results of Direct Hypotheses Testing

The quantitative phase of this study resides four hypotheses; two for direct effect and two for moderating effect as stated in the previous chapter. Hair *et al.* (2014) argued that p-value should be used to establish if the paths are significant since statistical t-value considerably diverse from 0 which is believed to be always statistically significant, nonetheless, it mainly depends on the confidence interval,

degree of freedom in addition to the directionality of hypotheses. With the intention of obtaining the t-values and the standard errors, the PLS bootstrapping resampling technique (Chin, 2010) is run with the 500 subsamples. The bootstrapping subsample of 500 is reflected acceptable by Henseler (2012), while Wilson (2011) set 500 bootstrapping subsamples in his study as well. Despite the fact that Hair et al. (2011) suggested 5000 subsamples can also be adequate. In assessing measurement model, PLS standard algorithm was obtained, consequently, the path-coefficients and the direction (positive or negative) of the relationships were attained.

Table 5.17 shows the results of the direct hypotheses testing. Findings depict that the relationship between human resource development and HR professionals' effectiveness is not significant since its p-value is 0.167 and t-value is 1.383 along with path coefficient and standard error 0.214 and 0.154 respectively. On the other hand, second hypothesis is constructed on the relationship between organizational culture and HR professionals' effectiveness, hence, this hypothesis is significant at one percent since its p-value is less than 0.01. Organizational culture has 0.434 path coefficient (beta) and 0.156 standard error, while its t-value and p-value are 2.781 and 0.006 in that order. However, this study finds the significant effect of organizational culture on HR professionals' effectiveness, whereas human resource development didn't show any evidence of direct effect on HR professionals' effectiveness. Moreover, as we can see from the figure 5.4, the path between high performance work system and HR professionals' effectiveness is also significant at less than five percent level of significance ($\beta = 0.309$, $t = 2.535$, $p = 0.012$), even though for testing interaction we

don't hypothesize the direct relationship between interacting and dependent variable but PLS-SEM still evaluate this direct path.

Table 5.17
Results of Direct Hypotheses Testing

Hypotheses	Direct Relationship	Path Coefficient	Std. Error	T. Value	P. Value	Decision
H1	Human Resource Development → HR Professionals' Effectiveness	0.214	0.154	1.383	0.167	Rejected
H2	Organizational Culture → HR Professionals' Effectiveness	0.434	0.156	2.781	0.006**	Supported
Direct Path	High Performance Work System → HR Professionals' Effectiveness	0.309	0.122	2.535	0.012*	Supported

***p<0.001, **P<0.01,*P<0.05

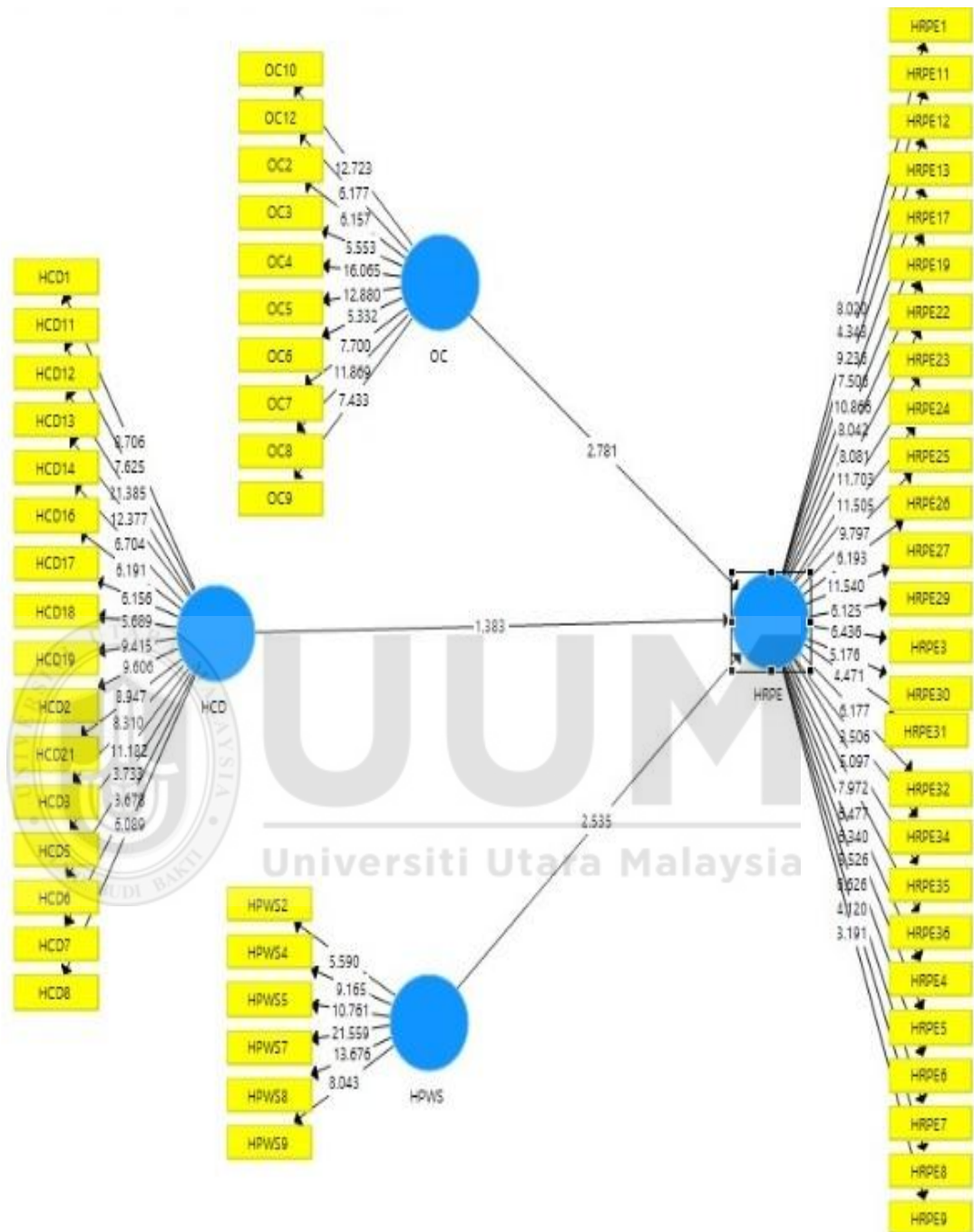


Figure 5.4
Direct Effect Model (Bootstrapping)

5.5.5.2 Results of Moderating Hypotheses

Moderation is an interacting term which is believed to transpire when the correlations among exogenous and endogenous variables are unexpectedly weak or inconsistent correlations or no correlations whatsoever, therefore, the moderating variable is projected to weaken or strengthen the correlations. Likewise, permitting to Henseler and Fassott (2010), ‘moderating impact is evoked by a variable whose deviation effects the strength or the path of a correlation among exogenous and endogenous variables’. In PLS-SEM there are four approaches to analyse moderating effect as it is mentioned in Henseler and Chin (2010), which are; product indicator approach (Chin et al., 2003), hybrid approach (Wold, 1982), 2-stage approach (Chin et al., 2003; Henseler & Fassott, 2010) and orthogonalizing approach (Little, Bovaird & Widaman, 2006), however, this study has followed the product indicator approach to analyse the moderating influence, as demonstrated by (Hair et al., 2014; Henseler & Fassott, 2010). The intention behind using product indicator approach stands as per this approach comprehensively produce potential combinations of indicators by multiplying all possible outcomes from two sets of indicators “predictor and moderator”, therefore, this technique is assumed to be appropriate for testing interacting effect.

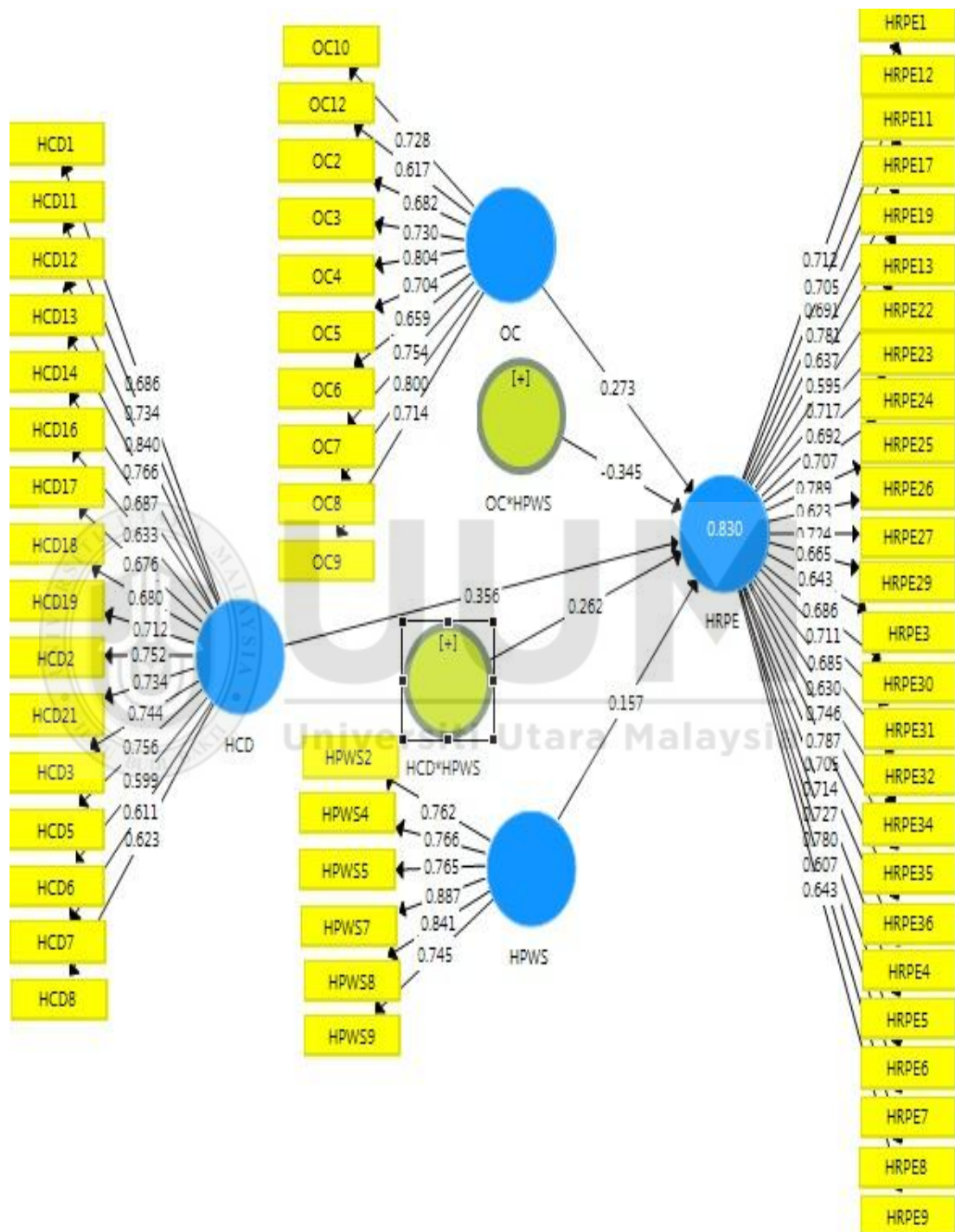


Figure 5.5
Interacting Effect Model (PLS Algorithm)

As per established in various researches (Hair *et al.*, 2014; Henseler & Fassott, 2010), in structural model the interacting terms were formed for each moderating path (see figure 5.5) and further bootstrapping was also run (see figure 5.6). Table 5.18 reveals that both moderating hypotheses are supported. The path coefficient, standard error, t-value and p-value for human resource development – high performance work system → HR professionals’ effectiveness is 0.262, 0.162, 1.717 and 0.075 respectively while for organizational culture – high performance work system → HR professionals’ effectiveness is -0.345, 0.169, 2.157 and 0.029 correspondingly. High performance work system moderates the relationship between human resource development and HR professionals’ effectiveness at 10 percent significance level (0.075), whereas, it moderates the relationship between organizational culture and HR professionals’ effectiveness at less than 5 percent significance level (0.029). Moreover, direct hypothesis between human resource development and HR professionals’ effectiveness was not supported, yet high performance work system plays a significant role to moderate this correlation.

Table 5.18
Results of Moderating Hypotheses Testing

Hypotheses	Moderating Paths	Path Coefficient	Std. Error	T. Value	P. Value	Decision
H3	Human Resource Development * High Performance Work System → HR Professionals’ Effectiveness	0.262	0.162	1.717	0.075	Supported
H4	Organizational Culture * High Performance Work System → HR Professionals’ Effectiveness	-0.345	0.169	2.157	0.029*	Supported

***p<0.001, **P<0.01, *P<0.05

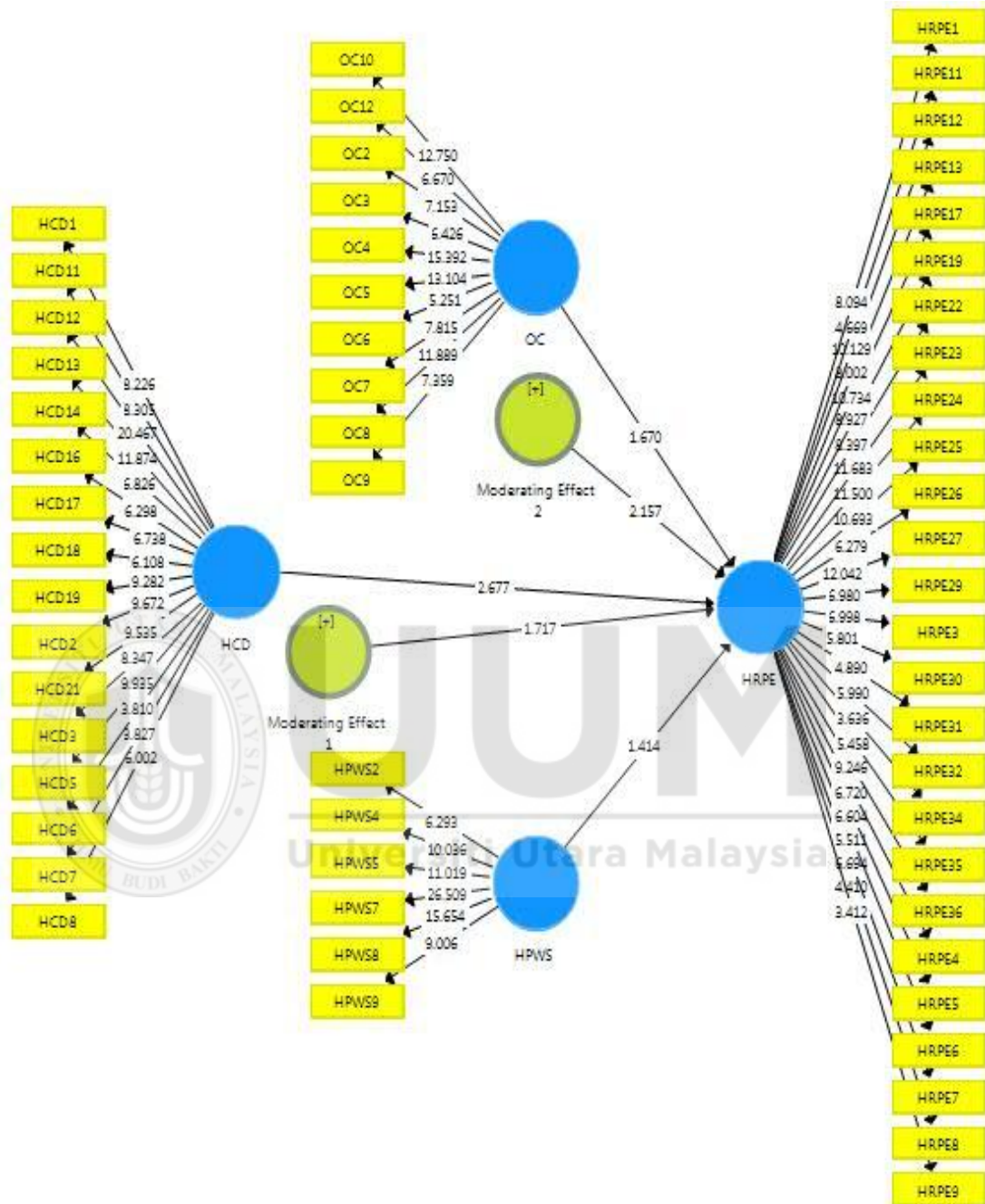


Figure 5.6
Interacting Effect Model (Bootstrapping)

5.5.5.3 Coefficient of Determination (R^2)

Coefficient of determination is the variance explained in the endogenous variable via exogenous variables (Henseler et al., 2009). It is another technique for assessing the excellence of structural model in variance-based SEM similar to goodness-of-fit in covariance-based SEM (Götz, Liehr-Gobbers & Krafft, 2010). Referring to Falk and Miller (1992) R^2 is believed to be acceptable if it surpasses 1.5 per cent. Conversely, few other scholars suggested three levels of assessing the excellence of structural model, for instance, Cohen (1988) 0.02 (weak) 0.13 (moderate) and 0.26 (substantial), Chin (1998a) 0.19 (weak) 0.33 (moderate) and 0.67 (substantial), and Hair et al. (2014) 0.25 (weak) 0.50 (moderate) and 0.75 (substantial). For the current study, PLS standard algorithm is computed for the main effect model. The value of R^2 is 0.776 which is substantial permitting to criteria specified by all of the above mentioned scholars.

5.5.5.4 Effect Size (f^2) of the Main Effect Model

Previous scholars (Cohen, 1988; Henseler & Fassott, 2010) proposed that after computing the coefficient of determination (R^2), researchers should further carried out the analysis to calculate the effect size (f^2) of the exogenous variable in both models “main effect model in addition to the moderating effect model”. Hair et al. (2014) illustrated the procedure to calculate effect size (f^2), which is to obtain each R^2 by eliminating each and every exogenous variable from the PLS model. However, then R^2 excluded should be compared with the R^2 included of the model which contains entire variables in the model. Consequently, the values are stated in below formula specified by (Callaghan, Wilson, Ringle & Henseler, 2007; Cohen, 1988).

$$f^2 = (R^2 \text{ included} - R^2 \text{ excluded}) / (1 - R^2 \text{ included})$$

Table 5.19

Results of Main Effect Size (f^2)

Endogenous Construct	Exogenous Constructs	R² Incl.	R² Excl.	R² Incl. - R² Excl.	1- R² Incl.	Effect Size
	Organizational Culture	0.776	0.728	0.048	0.224	0.214
HR Professionals' Effectiveness	Human Resource Development	0.776	0.756	0.020	0.224	0.09
	High Performance Work System	0.776	0.756	0.020	0.224	0.09

Cohen (1988) stated the threshold criteria for effect size, which is; small (0.02), medium (0.15) and large (0.35). Further Chin et al. (2003) postulated that small effect size also should be accounted just as medium or large effect sizes. They argued that even though a minor interaction effect could be expressive under intense moderating circumstances, if the resultant beta changes are expressive, however, it is imperative to take these circumstances into account. Subsequently, Table 5.19 depicts the findings of the effect sizes. The results show that all of the variables have small size effects, yet organizational culture which is the exogenous variable in this study has the highest effect size of 0.214, whereas, human resource development another exogenous variable and high performance work system which is the interacting variable form the same effect size which is 0.09. All of the variables have shown small effect size according to Cohen (1988) threshold criteria for effect size.

5.5.5.5 Effect Size (f^2) of the Moderating Effect Model

Further to estimate the effect size (f^2) of moderating model in contrast to main effect model, calculation was also carried out (Cohen, 1988; Henseler & Fassott, 2010). For such purpose, the procedure which has been followed is to relate the coefficient of determinations (R^2) of the moderating effect model with the main effect model using the same formula and evaluation benchmarks which were followed earlier. The R^2 value for the main effect model was 0.776 (see Figure 5.3) and R^2 for the moderating effect model has improved to 0.830 (see Figure 5.5). Then these values were used for R^2 included “with interaction term” and R^2 excluded “without interaction term” to estimate the f^2 of the moderating effect model. Table 5.20 portrays the findings of the moderating effect size. The result shows that moderating effect model has 0.320 effect size which is very close to large threshold effect size (0.35) as per the criteria specified by Cohen (1988).

Table 5.20
Results of Moderating Effect Size (f^2)

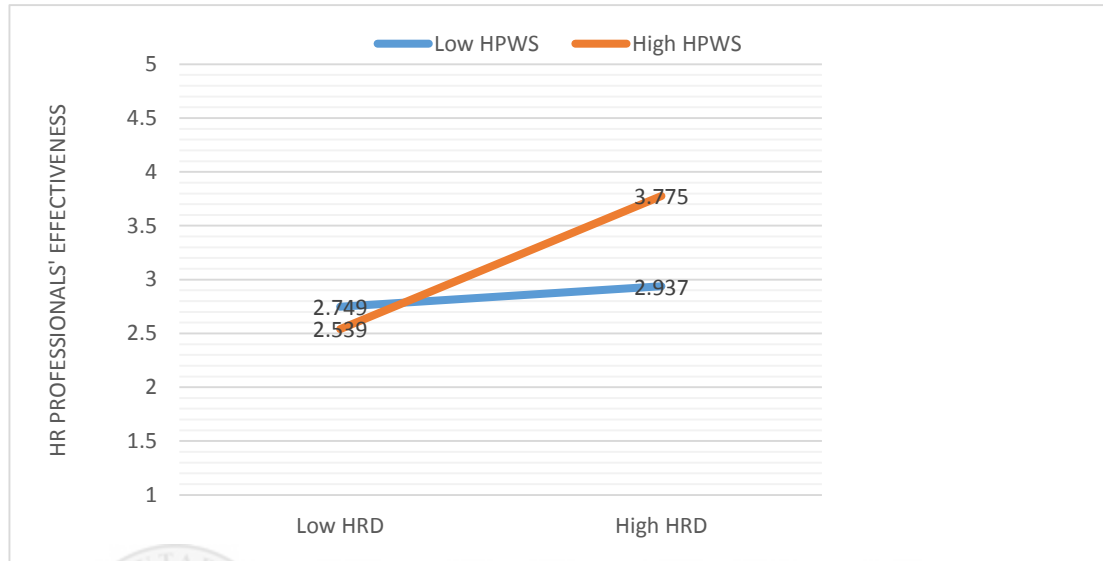
R^2 Incl.	R^2 Excl.	R^2 Inc - R^2 Excl	1- R^2 Incl.	Effect Size
0.830	0.776	0.054	0.170	0.320

Nevertheless, it proves the importance of using high performance work system as interacting variable which strengthen the effect size (f^2) as a whole. These findings are in line with the definition of interacting variable as specified by (Henseler & Fassott, 2010), who argued that moderator influences the trend and/or strength of the correlation among predictor and criterion variables. Further, they claimed that the notion of a moderating influence is that the slope of the predictor variable is no longer relentless, however, it linearly be subject to the level of moderator.

5.5.5.5.1 The Moderator Plots

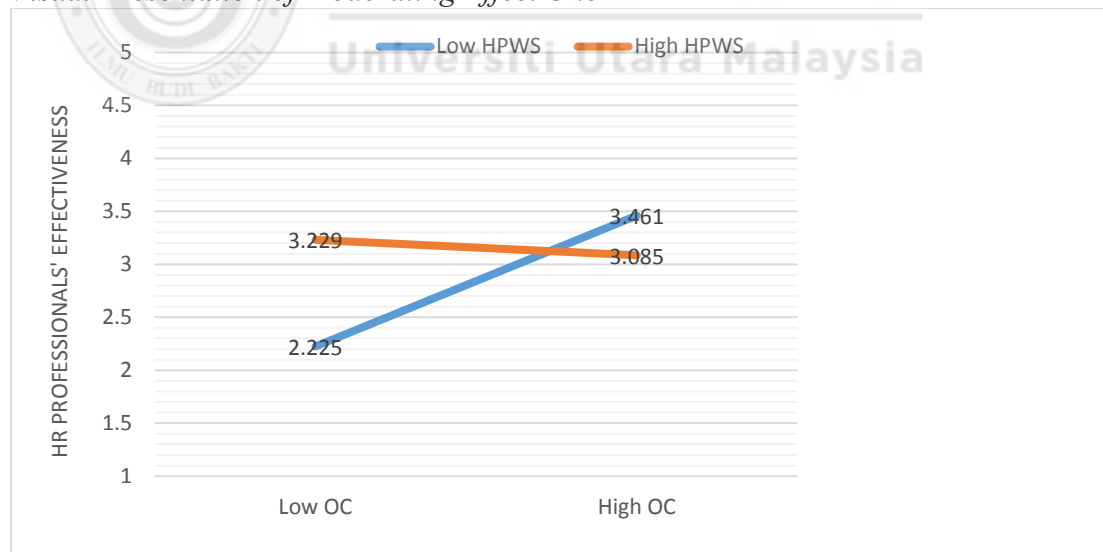
Considering the description of a moderating variable that influence the path only, or both path and strength of the correlation between predictor and criterion variable, Henseler and Fassott (2010) claimed that the notion behind an interacting impact is that the slope of a predictor is no longer perpetual, however, it linearly be subject to the level of moderating variable. Notwithstanding with Hayes (2013) who contended that graphical demonstration of moderating effect can tremendously depict the actual portrait of interaction, however, further he suggested scholars to use any existing graphical presentation. Consequently, graphical presentation of the two moderating paths as suggested by Lowry and Gaskin (2014) has been applied in this research. The MS Excel templates put into practice beta values of the predicting and moderating variable along with the interacting term to draw moderator plots which are shown in Figure 5.7 and 5.8. Nonetheless, moderator has evidently strengthen the correlation between human resource development and HR professionals' effectiveness, while weaken the correlation between organizational culture and HR professionals' effectiveness. As it was stated earlier, it is the real purpose of bringing moderating variable as suggested by (Sekaran & Bougie, 2011) to control the relationship of predictor with criterion variable, hence, it must be noted that direct relationship of HR professionals' effectiveness was tremendously strong with organizational culture while weak with human resource development, nonetheless, high performance work system plays a significant role as a moderator to reinforce the

relationship of human resource development with HR professionals' effectiveness by weakening the link of organizational culture with HR professionals' effectiveness.



Note: High Performance Work System strengthens the relationship between Human Resource Development and HR Professionals' Effectiveness.

Figure 5.7
Visual Presentation of Moderating Effect One



Note: High Performance Work System Weakens the relationship between Organizational Culture and HR Professionals' Effectiveness.

Figure 5.8
Visual Presentation of Moderating Effect Two

5.5.5.6 Predictive Relevance (Q^2)

In conjunction with assessing the degree of the variance explained (R^2) as a benchmark of predictive accuracy, Hair et al. (2014) proposed that researchers might also need to test the Stone-Geisser's Q^2 value for the predictive relevance of the model (Geisser, 1974; Stone, 1974). They recommend blindfolding technique to obtain the Q^2 value, however, blindfolding procedure is practiced only for endogenous latent construct using a reflective measurement model specifications. In the PLS structural model, blindfolding technique permits the re-evaluation of the model, as each point of the data is being omitted (Chin, 1998a; Henseler et al., 2009). Additionally, it allows the re-estimation of the model, which starts with the first data point and omits every single data point in the endogenous latent construct (Chin, 1998a; Henseler et al., 2009). Moreover, if Q^2 value for endogenous latent construct is larger than zero, it indicates the predictive relevance of that particular construct. Nonetheless, the Q^2 value is assessed through blindfolding and cross-validated redundancy techniques as shown in Figure 5.9 (Hair et al., 2014). Figure depicts that there is considerable substantiation of robust predictive relevance, since the value of the Q^2 is 0.338 which is greater than zero. Moreover, cross validated communality values are; human resource development (0.398), organizational culture (0.406) and high performance work system (0.471)

Table 5.21
Predictive Relevance (Q^2)

Endogenous Latent Variable	R Square	Cross Validated Redundancy	Cross Validated Communality
HR Professionals'			
Effectiveness	0.776	0.338	0.425

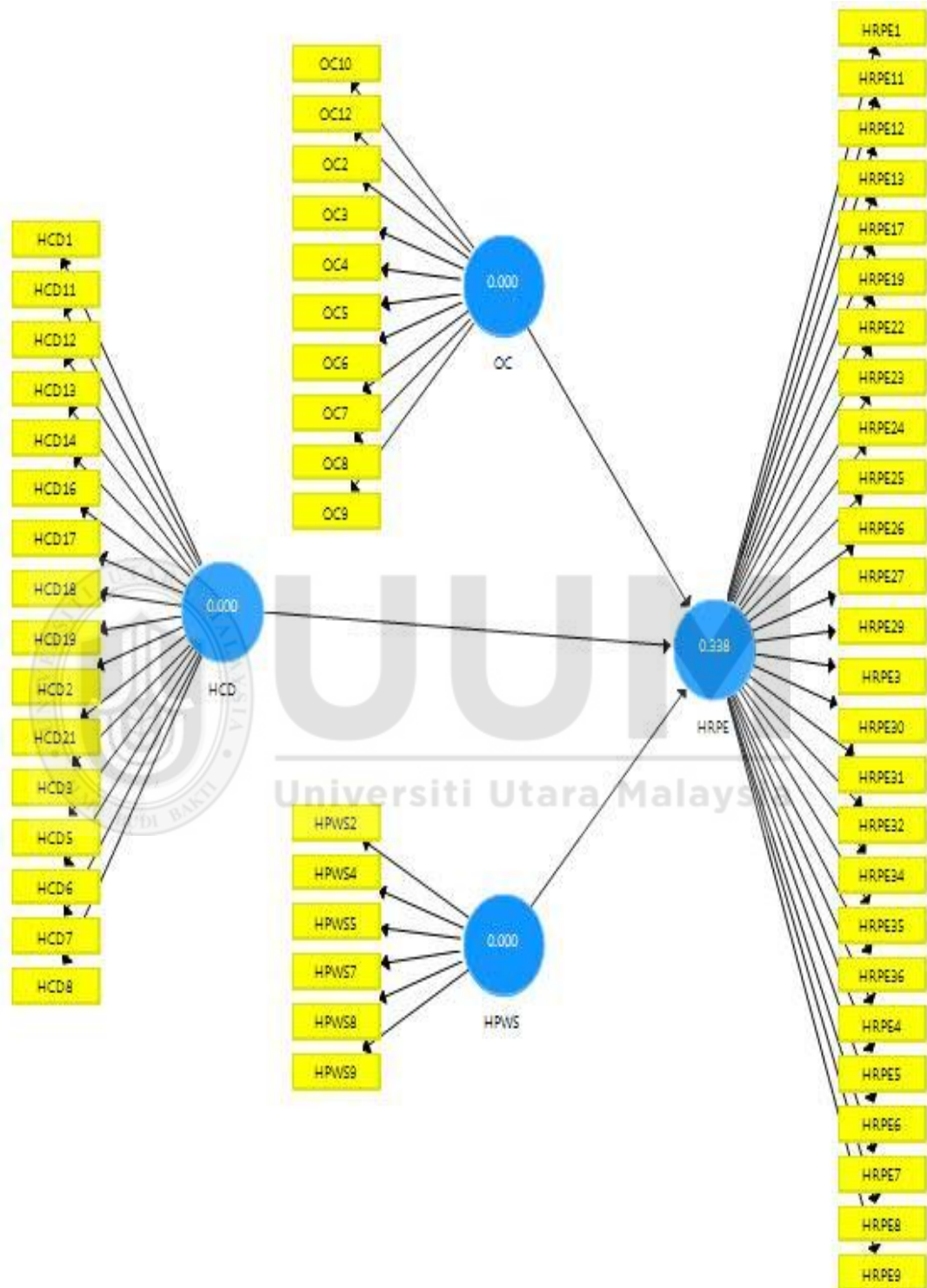


Figure 5.9
PLS Blindfolding Procedure

5.5.5.7 Effect Sizes (q^2)

As a final point, the effect size of the predictive relevance (q^2) is also determined likewise the technique and principles for estimating and measuring the effect size (f^2) of exogenous variable which is recommended by Hair et al. (2014). But predictive relevance (Q^2) value is applied in the formula as a replacement of R^2 value.

$$q^2 = (Q^2 \text{ included} - Q^2 \text{ excluded}) / (1 - Q^2 \text{ included})$$

Table 5.22 illustrated the findings of the q^2 estimations. Similar to the results of f^2 organizational cultures holds the highest effect size paralleled to other predictors in the model, with the q^2 value of 0.032. On the other hand, human resource development is having the least effect size in the model with the q^2 value of 0.008, whereas, high performance work system also embraces a small effect similar to other predictors with the q^2 value of 0.026. Even though these effect sizes are small according to criteria specified by (Cohen, 1988), yet, Chin et al. (2003) contended that even a small effect size can be really significant, providing the resulting beta is momentous.

Table 5.22
Effect Sizes (q^2)

Endogenous Constructs	Exogenous Constructs	Q² Incl.	Q² Excl.	Q² Incl. – Q² Excl.	1 – Q² Incl.	Effect Size
	Organizational Culture	0.338	0.317	0.021	0.662	0.032
HR Professionals’ Effectiveness	Human Resource Development	0.338	0.333	0.005	0.662	0.008
	High Performance Work System	0.338	0.321	0.017	0.662	0.026

5.5.6 Summary of the Chapter

To summarize, this chapter has presented the findings of qualitative and quantitative field research. Qualitative field study was conducted to affirm the initially proposed constructs that contribute to HR professionals' effectiveness in the telecom sector of Pakistan. Semi-structured interviews were undertaken from ten HR professionals. Then interviews were transcribed by the researcher and the contents were analysed thoroughly by a structured process. The content analysis was done to extract the variables and factors which are driving the effectiveness of HR professionals. From qualitative findings, final research model was established and research hypotheses were formed. Then final research model was empirically tested using a quantitative field survey at two stages (assessment of measurement and structural model). The measurement model was assessed through indicators' reliability, internal consistency, convergent and discriminant validities grounded on the yardsticks specified by the previous scholars (Hair et al., 2014; Hair et al., 2011; Henseler et al., 2009; Hulland, 1999), which permits researcher to assess the structural model. Accordingly, direct and moderating hypotheses were tested by bootstrapping procedures (Hair et al., 2014). Three hypotheses were accepted, while one hypothesis was rejected. Further, structural model was also determined through coefficient of determination (R^2), effect size (f^2) and predictive relevance (Q^2). Chapter seven will discuss the extravagant discussion on the findings, theoretical and methodological contributions in addition to its implications to research and practice. Further, limitations of the current study and future research direction will also be discussed.

CHAPTER SIX

DISCUSSION, CONCLUSION AND RECOMMENDATION

6.1 Introduction

The final chapter of this research provides a summary of the whole thesis and discusses the implications and contributions of the study along with it offers the recommendations. The chapter starts with the summary of the research findings of both qualitative and quantitative phases. Subsequently, the contributions of the study have been discussed which relate to the body of knowledge of human resource development, organizational culture, high performance work system and HR professionals' effectiveness, in addition to that the methodological and practical contributions are discussed for the policy makers and HR practitioners. Additionally, the chapter suggests the limitations of the study and ends with the recommendations for future research.

6.2 Summary of the Research

This research applied a mixed-method approach to study the moderating role of high performance work system in the relationship between human resource development, organizational culture and HR professionals' effectiveness. A comprehensive model of HR professionals' effectiveness was developed from extensive literature review which was affirmed by qualitative field study in phase one and then in phase two tested by quantitative field study via hypotheses testing through Structural Equation Modelling (SEM)-Partial Least Square (PLS). The study examined the perceptions of HR professionals related to their effectiveness. Consequently, the results of the current study were interpreted, discussed and concluded widely in chapter

five and six. However, these results are discussed in view of the literature exhibited formerly in addition to the subjective evidence gathered from the business environment of Pakistan, concentrating particularly on the telecom sector.

Current research is an attempt to offer further insights into the theory and practice of HR professionals' effectiveness. Hence, an extensive review of the previous literature and theories have been carried out and scrutinised the variables 'human resource development, organizational culture and high performance work system'. In addition to that, these factors have been affirmed as the determinants of HR professionals' effectiveness by the qualitative field study in phase one (see chapter five). Similarly, study presented other components 'core strategic functions' and their elements the execution of which assist HR professionals to spread-out their effectiveness which create additional value for a firm to gain sustainable competitive advantage. Constructed on the Resource-Based View of the firm (RBV), in this research HR professionals are presumed to be a source of competitive advantage for the firm.

In this manner, Barney (1991) has drawn the fundamental theoretical model and measures for the sources of sustainable competitive advantage. However, the current research extends the theoretical model and measures of RBV by highlighting the additional components along with their elements (see Table 5.3). Similarly, it also expands in Social Exchange Theory and Human Capital Theory by means of additional components and elements, it will be discussed subsequently in detail in contributions and implications of this research. RBV of the firm has become most frequent philosophy in the discipline of SHRM, both in the expansion of theory and the

foundation for empirical research (McMahan et al., 1999). Consequently, in this study the researcher had anticipated to adopt RBV as a foundation to explain the moderating role of high performance work system in the relationship between human resource development, organizational culture and HR professionals' effectiveness.

The study has used SEM-PLS to assess the model at two steps; assessment of measurement model and assessment of structural model. SEM-PLS is perceived to be a predictive technique and it contains lesser prospects in terms of sample size and distribution of data. In first step, measurement model has been assessed for the purpose of investigating the reliability and validity of variables whether indicators are determining the concepts which they are intended to determine. While in the second step, structural model has been assessed for the purpose of hypotheses testing, assessment of effect sizes and for calculating the predictive capability of the model.

These concepts, recommended by this research as determining factors of HR professionals' effectiveness are latent variables, but, they cannot be quantified directly. They must be measured by way of variables' indicators. The latent indicators also called 'measurement items' are either developed, adapted or adopted. This research consequently adapted measurement items for exogenous constructs, and for endogenous construct twenty five (25) out of thirty six (36) measurement items were developed from the intuitions of HR professionals in qualitative field study (see Section 4.5.2) and remaining eleven (11) measurement items were adapted from Han et al. (2006).

Conversely, the exogenous variables have been measured with a total of forty four (44) items. Measurement items for human resource development have been adapted from Lepak and Snell (2002) and Wang and Chen (2013) and it was measured with twenty three (23) items, organizational culture was measured with twelve (12) items which were adapted from Van Der Post et al. (1997) and high performance work system was measured with nine (9) items which were adapted from Becker and Huselid (1998) and Wang and Chen (2013). These measurement items are assessed reflectively and are evaluated by the PLS standard algorithm (see figure 5.2). As stated previously, this research endorses two direct determinants, which are; human resource development and organizational culture. These determinants have been hypothesized to have significant influence on HR professionals' effectiveness. However, findings of the hypotheses testing reveal that human resource development is not significant while organizational culture have significant positive influence on HR professionals' effectiveness while high performance work system successively moderation the relationship between predictors and criterion variable.

6.3 Discussion on Research Objectives

As it is mentioned earlier, this research has shaped three research objectives established on the extensive literature review and driving from the problem statement of the study, which are discussed below. The following discussion reviews the research objectives and highlights whether the research objectives have been achieved or not. It must be noted that participants' (denoted with P) standpoints from the qualitative field study will support our discussion on research objectives. It is essential for the current research owing to the nature of the study and for achieving research objectives.

6.3.1 To Examine the Level and Internal Process of HR Professionals' Effectiveness

The first research objective of the study was compelled from the earlier studies, for instance (Ahmad *et al.*, 2015 Ahmad *et al.*, 2014; Khan *et al.*, 2011) who enquired the level of core competencies and effectiveness of HR professionals in the banking sector of Pakistan, while strongly encouraging future researchers to extend their model to other industries or sectors of Pakistan such as telecom sector. Further, these scholars suggested that HR Professionals' effectiveness needs to be enhanced further which will ultimately lead to the better organizational performance. Established on the prominence of the telecom sector, Sultana *et al.* (2012) underlined that telecom sector has been the utmost hasty emergent sector in Pakistan and this sector has experienced a lot of transformation in last decade comprising the evolution in technology, coverage of network as well as growing rivalry, subsequently, these fluctuations caused the need of well-trained and effective HR professionals.

Accepting the significance of this dynamic sector in addition to the question of the level of HR professionals' effectiveness of telecom firms in Pakistan, the subject matter required to be empirically examined in the background of the proposition that HR effectiveness directly improves organizational performance (Ahmad *et al.*, 2015 Schuler & Jackson 2005). Additionally Khan *et al.* (2016) sustained that employees' effectiveness as in any other sector or organization is very important similarly in telecom sector. Although earlier researches have predicted that HR effectiveness is below average in South Asia, however, competent HR professionals are required in every organization that is operating in this region, regardless either sector they are

affiliated with 'public, manufacturing, trade and commerce along with service sectors' (Khilji, 2001; Nanayakka, 2003; Sheth, 1990; Siddiquee, 2003).

Hypothesizing on these arguments, this research reacted by empirically validating the level of HR professionals' effectiveness in the telecom sector of Pakistan. Findings from the qualitative study revealed that effectiveness of all HR professionals partially or entirely was on the higher level in every telecom firm (see Table 5.2). These findings are consequently owing to HR professionals are effectually carrying out key strategic functions which assist them to augment effectiveness in performing their duties and responsibilities. Those nine strategic functions are; 1) recruitment of right candidates at right time, 2) responding to employees' needs and demands, 3) communicating timely information, 4) developing HR policies, 5) developing HR practices and procedures, 6) HR professionals' roles 7) HR professionals' responsibilities, 8) providing career plans to the employees and 9) providing support and services. Moreover, these key strategic functions have been affirmed as of the field interviews from HR managers/executives in telecom firms of Pakistan. Additionally, qualitative findings exposed thirty nine vital components of these strategic functions (see Table 5.3). It is believed that HR professionals' effectiveness is radical as a result of effective execution of those components which qualitative findings pointed out. In addition to that, it is perceived that these vital components are entirely the intuitions and perceptions of HR practitioners of telecom sector in Pakistan. Nevertheless, HR practitioners' insights are enormously critical in a way these vital components are extremely important for HR professionals to be effective in performing their duties and responsibilities. Consequently, HR

professionals' effectiveness in telecom sector of Pakistan is found to be on the higher verge (above 80%). However, telecom sector is a very dynamic and most rapidly growing sector in Pakistan (Ahmad & Ahmad, 2014; Khan et al., 2016). Due to the dynamics of this sector, it demands extremely well trained and highly effective HR professionals (Hussain & Asif, 2012; Sultana et al., 2012) for attaining sustainable competitive advantage (Barney, 1991; Wright et al., 2001). Hence, the first research objective has been achieved and well deliberated.

6.3.2 To Investigate the Relationship between Human Resource Development, Organizational Culture and HR Professionals' Effectiveness

Second research objective of the current study was to determine the influence of human resource development and organizational culture on HR professionals' effectiveness in telecom sector of Pakistan. Nevertheless, both predictors were hypothesized separately with criterion variable. In consequence, findings expose that human resource development was insignificant predictor of HR professionals' effectiveness in the background of telecom sector of Pakistan, whereas, organizational culture was found as significant positive predictor of HR professionals' effectiveness. Both hypotheses were justified by the findings of previous studies.

6.3.2.1 Relationship between Human Resource Development and HR Professionals' Effectiveness

Human resource development refers to such investments which are made by an organization to advance the core competencies (KSAOs) of their employees to accomplish competitive edge. Therefore, it was hypothesized that human resource development significantly influence HR professionals' effectiveness. Findings indicated that there is no evidence found of significant influence of human resource

development on HR professionals' effectiveness in the context of telecom sector of Pakistan. The findings of this hypothesis is unexpected considering the previous researches (Albanese, 1989; Delaney & Huselid, 1996; Noe et al., 2003; Quinn et al., 1996; Snell et al., 1999; Subedi, 2006; Youndt et al., 2004) that have established the positive and significant influence of human resource development on HR professional's effectiveness.

Despite the fact that, the findings are not surprising since previous researches also highlighted the issue of human resource development in Pakistan particularly in telecom sector of Pakistan (Chaudhry & Roomi, 2010; Halepota & Shah, 2011). Perhaps, possible reason for this insignificant findings can be, telecom firms do not offer enough development opportunities to their employees which can lead to employees' effectiveness. Similarly, qualitative findings of this study validate that telecom firms of Pakistan are not actively engaged in developing their human resource, most of the telecom firms are concentrating merely on need-based development activities for their human resources. As participant one stated that:

“...Our training programs are mostly need based.....there are trainings available for all employees, but certainly there is high level training for our directors only...”

This raised the concern that telecom firms in Pakistan are unable to estimate the proper training needs for their HR professionals and they are not investing in development of their human resources on consistent basis. That is why despite the strong influence of human resource development on HR professionals' effectiveness which is verified by earlier literature and responses from qualitative participants, it is still insignificant in the context of telecom sector of Pakistan. Moreover, the possible

reasons of its insignificance could be telecom firms feel uncertain in developing their human resource due to telecom industry is a very dynamic industry globally, especially telecom sector of Pakistan is experiencing high turnover since past few years (Shoaib et al., 2009) and it has turned out to be a major problem for telecom sector of Pakistan to retain their HR professionals owing to the reason of effortlessness of job swapping, higher job opportunity and enormous demands of skilful professionals (Hussain & Asif, 2012). Therefore, due to higher turnover in this sector, telecom firms are apprehensive to develop their HR professionals. This is also justified from the responses of participants, as participant four specified that:

“...human resource development is a big challenge for us, because in telecom sector there is a lot of attrition and you need to be on your toes if you want to retain your good employees...”

Furthermore, participant six identified that:

“...telecom industry is so vibrant in the country. So it's easy for us to find technical people in telecom field. Because we can hire good human resources from our competitors...”

For this very cause, telecom firms are ambiguous either they should develop their human resources or not, if they do so, then how to retain such skilful talent in highly competitive environment where all the players are working hard to compete on the bases of their people which they believe is their strength and competitive advantage. Precisely, it is believed that since the time when most recent rivalry has arrived into the market, competition has grown well and telecom firms are vague to develop their HR professionals as per they believe new rivalry would hire their human resources by offering HR professionals with attractive remuneration packages. However, firms retain their professionals by providing them need based development

opportunities since they be certain of their people is their strength. As per participant one posited that:

“...we have to differentiate ourselves with our competition. Because they can copy our processes, the technology, our strategy, our tactical plans. But they can't copy our people. And this is our major strength...”

Besides, Haq (2014) has highlighted the developmental issues in Pakistan at both micro and macro levels. He argued that the concept of developing HR in Pakistan is still progressing, furthermore, career development and organization development functions have already been stated, but still are at infancy stage. Moreover, he underlined that companies have start recognizing the importance of developing HR, however, the process of its full acceptance is so slow since it is assumed that HRD functions besides training are not essential and/or it is not adequately prolific to invest in HR professionals. Accordingly there is limited scope of development of HR professionals in Pakistan (Haq, 2014). Another possible reason can be HR professionals are not utilizing their core competencies to advance their effectiveness due to some other factors which can be external or internal. Hsu et al. (2007) argued that HR professionals loaded with higher level of knowledge, skills and capabilities might not inevitably lead to good individuals or firm performance. Thus, refer to aforementioned argument it was well-needed to study the HR professionals' competencies specifically in telecom sector of Pakistan.

Another important factor can be HR professionals' willingness to perform effectively. Once employees are not ready to deliver their finest, even though they get development opportunities they might not execute effectively. Consequently, HR professionals' willingness is momentous factor to advance HR professionals'

effectiveness. Roos, Roos, Dragonetti and Edvinsson (1998:37) stated that firms might need those employees who are capable, and similarly, who are willing to use their capabilities to motivate individuals to attain common goals and advance individual and organizational performance. Therefore, it is equally momentous for organizations to have human resource with advance knowledge, skills and capabilities as well as to have human resource that is willing to identify itself with company's goals in addition to commit themselves to achieve those goals (Wright et al., 1994; Ulrich, 1998).

Additionally, Ahmad et al. (2012) revealed that if HR professionals are reluctant and less motivated to contribute their knowledge, skills and expertise, then they might not be effective in performing their tasks. Further they expanded that if HR department intends to augment value to the organization then HR professionals should be willing and keenly contribute to HRM strategies and their execution. In contrast, Smith and McLaughlin (2004) contended that if willingness is integrated with employees' capabilities and competences, then personnel performance will rise. However, in view of the findings of the current study, HR professionals in telecom sector of Pakistan might be reluctant to perform effectively, henceforth, it is quite logical to conclude that in the telecom sector the influence of human resource development on HR professionals' effectiveness is insignificant due to the explanations as discussed above.

6.3.2.2 Relationship between Organizational Culture and HR Professionals' Effectiveness

Organizational culture is defined as it refers to the unique pattern of norms, values, beliefs and ways of behaving that characterize the manner in which groups and individuals come together to get things done (Elridge & Crombie, 1974). Moreover,

theory indicates that organizational culture may effect on the positive behaviours of organizational members, and such positive behaviours are important for employees' effectiveness (Barney, 1991). Hence, the hypothesis between organizational culture and HR professionals' effectiveness was presented and tested. Findings stated that organizational culture has a significant impact on HR professionals' effectiveness. These results are in line with numerous earlier studies that have found the positive relationship between organizational culture and employees and organizational effectiveness (Deem, Barnes, Segal & Preziosi, 2010; Hofstede, 1980; Hofstede & Bond, 1988; Kotter & Heskett, 1992; Koutroumanis & Alexakis, 2009; Mercer & Bilson, 1985; Ogbonna & Harris, 2002; Renn & Vandenberd, 1995; Sadri & Lees, 2001; Skerlavaj at al., 2010; Uddin et al., 2013). These scholars have endorsed that organizational culture correlates to employee effectiveness in the organizations. Theoretical argument is that highly effective organizations own a culture that inspires employee involvement that ultimately leads to employees' productivity.

Similarly, qualitative findings of the study certify that telecom firms of Pakistan are having very strong organizational culture which assist HR professionals to augment their effectiveness. As participant one stated that:

“...our culture is so strong and that is our strength...I would say our values are actually enabling HR professionals to become more effective in front of our employees which are; keep promises, be respectful, make it easy and be inspiring. Because the same expectation and same behaviours have been transformed and there is a single definition of these values among all employees...”

Additionally, participant seven reported that:

“...we have very strong culture because Telenor is built around people. So culture is driving very strongly from Telenor group. And we have a talent and culture team as well and we feel that it is our culture that sets us apart from

our competition...In fact that everything that we do shapes our effectiveness. Because as HR where supposed to walk and talk, we are the custodian of the culture so if we don't do it then we can't really ask people to do it as well. We have a culture that is here to help and HR is more about services, so we are here to help the mind-set then it would not stop employees to achieve the targets..."

This is also supported by participant eight, who indicated that:

"...yes our culture shapes our effectiveness as HR plays a pivotal role in implementing cultural interventions so having a strong culture aligned with organizational existence philosophy makes it easy for HR professionals to perform effectively..."

Whereas, participant nine acknowledged that:

"...we see ourselves as responsible individuals and believe that trust forms the foundation of every strong relationship. Every day, we aim to further strengthen this trust by living our values, and following through on our commitment to succeed together. We believe in an empowered workforce, where our people have the freedom to make their decision in light of our culture and values which facilitate us to bring effectiveness. These values are the building blocks of our daily interactions between us, our stakeholders and our customers..."

These findings are in accordance with the earlier studies, for instance Ritchie (2000), who propositioned that a supportive or strong culture is reflected to be a motivational tool which endorses the individuals to perform efficiently and makes sure the superior productivity, and also with Bowen and Ostroff (2004), who have highlighted that the role of culture is very vital in nurturing, sustaining and enhancing the effectiveness. Permitting to Siehl and Martin (1990), who claimed that organizational culture is theoretically connected to performance and it has a positive influence on employees' effectiveness. As it is detailed out previously, Barney (1991) has drawn the fundamental theoretical model and measures for the sources of competitive advantage, however, this study recognised organizational culture as a source of competitive advantage that an organization can sustain through augmenting

HR professionals' effectiveness by providing them a constructive workplace settings which is promising by strong organizational culture that advance and leverage employees' knowledge, skills and abilities to generate value (Eileen et al., 2011). Likewise, this is sustained by participant seven who indicated that *"we feel that it is our organizational culture that sets us apart from our competition"*. Therefore, these findings specify that organizational culture is an influential determinant of individual and organizational effectiveness across several settings similarly in telecom sector of Pakistan. Consequently, the second research objective has been also attained and clearly discussed.

6.3.3 To Determine the Moderating Role of High Performance Work System in the relationship between Human Resource Development, Organizational Culture and HR Professionals' Effectiveness

Finally, third research objective was formed to inspect if human resource development and organizational culture can interact with high performance work system to predict HR professionals' effectiveness. Established on the extensive review of the past literature and vigilant consideration of the settings of the study, the reflection of high performance work system as a moderator was required which was inspired from the study of Ryu and Kim (2013). However, it was projected that telecom firms who will implement 'HR systems to regulate rigid HR practices' or more precisely 'high performance work system' will be concentrating more on the development of their employees. In addition to that, they will create a flexible workplace environment in which employees feel empowered and they are actively engaged in the strategic decision making. In return such telecom firms will advance higher HR professionals' effectiveness. Thus, two separate moderating hypotheses

were formulated and tested. Findings indicate that both moderating hypotheses were supported. Interestingly the direct relationship between human resource development and HR professionals' effectiveness was insignificant yet high performance work system significantly moderated this correlation, likewise it significantly moderated the correlation between organizational culture and HR professionals' effectiveness in telecom sector of Pakistan.

6.3.3.1 Moderating Role of High Performance Work System between Human Resource Development and HR Professionals' Effectiveness

The hypothesized moderating effect postulated that the organizations which entirely or to some extent execute high performance work system would attain higher HR professionals' effectiveness by the way of development of HR professionals' competencies (KSAOs). Interestingly, direct relationship between human resource development and HR professionals' effectiveness was insignificant, however, it must be noted that findings show that high performance work system plays a significant role to moderate this correlation. Sharma, Durand and Gur-Arie (1981) stated to such moderating variable as per 'genuine moderator' since it has not linked to either the predictor or criterion variable. Such variable rather interacts with the predictor variable to change the form of the link.

Congruently, in the background of this research, these findings may perhaps due to subsequent reasons. As qualitative findings have highlighted few telecom firms are actively involved in high performance work system. These firms consistently work on the development side of employees which makes HR professionals to be more effective. While other telecom firms are shifting their focus from traditional HR

systems to a comprehensive system which deals with rigid HR practices, however, these firms which are executing different HR systems, yet they are creating high performance culture in which they ascertain high performers since their systems are very structured. Moreover, once high performers are being acknowledged then firms provide them opportunities to develop their knowledge and skills along with their careers. It is recognized by the qualitative field study as participant five endorsed that:

“...we actually have mechanism in place to identify the high performance employees. To high performers in the organization, we identify them, we offer them development opportunities, and we have programs in place to support them as well...”

Whereas, participant eight highlighted that:

“...we have a talent review session every year in which we identify those employees who have a potential to grow and who are actually performing better. After identifying those employees we give counselling to those high performers and we make career development sessions with them...”

Additionally, participant nine authorized that:

“...we provide career plans to those employees who are high performers as telecom industry is the highly saturated industry so we have to support high performance in our organization. However, we identify high performers in telnet acquisition plan and we see their potentials to grow, if they are ready to grow then we provide them career plans...”

Moreover, it was distinguished that the components of those HR systems are linked with the elements of high performance work system which were specified in earlier literature (Huselid, 1995; Zacharatos et al., 2005). In spite of this, each of these systems essentially give emphasis to the development of employees with reference to their core competencies, as per every participant of the qualitative field study has admitted ‘training and development’ is the integral component of their HR system. Nevertheless, according to the perceptions of participants the core objective of these systems is to empower employees to utilize their core competencies effectively. For

instance; by effective talent management and accurate information sharing as well as by providing leadership support and commitment, organizations might create extra opportunities for HR professionals to enhance their knowledge, skills, abilities and commitment which can direct their effectiveness (Guthrie, 2001; Huselid, 1995; Preuss, 2003).

In line with this, researchers discover that high performance work system offers the way to organization for firm strategies such as ‘developmental strategies’ to prepare their employees for higher effectiveness (Bashir et al., 2011). These findings are in accordance with the earlier studies (Bohlander & Snell, 2004; Hsu et al., 2007; Nadler et al., 1992; Pfeffer, 1994; Wang & Chen, 2013) and with RBV theory which endorses HR systems that can contribute to sustainable competitive advantage through facilitating the development of employees’ competencies (Barney, 1992; Wright & McMahan, 1992). Thus, high performance work system is found to significantly moderate the relationship between human resource development and high performance work system in telecom firms of Pakistan.

6.3.3.2 Moderating role of High Performance Work System between Organizational Culture and HR Professionals’ Effectiveness

Past studies have shown the tremendous impact of organizational culture on employees’ effectiveness (Clugston et al., 2000; Deal & Kennedy, 1982; Eileen et al., 2011; Sadri & Lees, 2001; Uddin et al., 2013; Wasti, 2003), however, the common theme is that to achieve and sustain high performance, it needs a constructive workplace environment that is probable owing to strong organizational culture which advance and leverage employees’ competencies to create value (Eileen et al., 2011). Moreover, Bashir et al. (2011) emphasized that high performance work system has

been introduced as a package of HR practices which form employees' behaviours and attitudes towards organizational strategies and objectives in diverse combinations according to organizational culture and business strategies.

Consequently, this study hypothesizes the correlation between organizational culture and HR professionals' effectiveness is moderated by high performance work system. This hypothesis is supported at less than five percent, consequently we can interpret the findings as organizational culture shapes HR professionals' effectiveness by the means of high performance work system. These findings are in consistent with Stanton, Young, Bartram and Leggat (2010), who advocated that high performance work system consist of the shared interdependence and correspondence of vital organizational variables, such as, organizational culture besides other variables (Boxall & Purcell, 2003; Schuler & Jackson, 1987) and such system initiate enhancements in employee effectiveness then consequently to organizational performance.

It is extremely fascinating to note that the relationship between organizational culture and HR professionals' effectiveness is moderated by high performance work system for the reason that high performance work system enables HR practices which are embedded in the culture of an organization. In the consequence of this study, HR practices like employees' involvement and participation, employees' empowerment, people orientation and healthy working environment may perhaps direct HR professionals' effectiveness through high performance culture, leadership support and commitment, continuous work engagement, effective talent management, competitive rewards and effective feedback and actions. Therefore, high performance work system

moderated the correlation between organizational culture and HR professionals' effectiveness in telecom sector of Pakistan. It is also sustained by the findings of qualitative field study in which participant four identified that:

“...high performance work system is the integral part of our culture and because we need to have certain standards in creating high performance culture where we are able to exceed the performance expectations which are from by the management...”

Furthermore, participant six quantified that:

“...we started few sessions and we just did an exercise in which we identify high performance employees (HiPos). Subsequently we are actually promoting high performance culture within our company in which high performers actually are the mentors of other employees who are unable to perform high in a way low performers tend to learn from high performers which enable to bring effectiveness...”

In addition to that, participant nine believed that:

“...our values facilitate and support us to bring effectiveness. And these values are the integral part of our culture and at the same time they are the components of high performance work system such as; teamwork, commitment, open communication, taking responsibility in taking decisions, empowerment, engagement and effective talent management...”

Nevertheless, it is seen that high performance work system assist companies to create a high performance and talent differentiation culture in which employees are empowered and they are identified with right kind of targets and goals. In fact high performers are rewarded accordingly and low performers strive to perform superior, and telecom firms are not excluded from high performance work culture in Pakistan. As a result, it can be anticipated that high performance work system is found to moderate the relationship between organizational culture and HR professionals' effectiveness in telecom sector of Pakistan.

Additionally, the interaction between organizational culture and HR professionals' effectiveness might have driven perfectly because of the consistent

findings with earlier studies, for instance, Pettigrew and Sparrow (1988), who contended that HR system can only shape higher performance until and unless the organizational culture and its interior social environment accompanied by structures, strategies and procedures support each other, along with the findings of Hartog and Verburg (2004), who believed that high performance work practices ‘high performance work system, e.g. Huselid (1995)’ might have an impact on organisational culture or the other way around and further they extended that high performance work practices positively correlate with perceived employee performance. Additionally, they emphasized that high performance work practices may act as culture embedding tools and similarly high performance work practices play an important role in shaping culture (Hartog & Verburg, 2004). These findings validated that high performance work system is an essential variable to moderate the relationship between organizational culture and HR professionals’ effectiveness in telecom sector of Pakistan. Likewise, the final objective of the research has been attained and well-discussed.

6.4 Research Implications and Contributions

The aim of the study was to theoretically affirm and test the initially proposed constructs which predict HR professionals’ effectiveness in telecom sector of Pakistan. Accordingly, the findings proposed a number of significant implications and contribution both for theory as well as for practice which have been discussed in the subsequent section. Furthermore, current study pays attention to the methodological contribution by applying mixed-method approach in two phases, qualitative approach in phase one and quantitative approach in phase two. Consequently, implications

ascending from the perspective of theoretical and methodological contributions develop practical implications, hence they are offered and conferred.

6.4.1 Theoretical Implications

The findings of the study have added to the body of knowledge by means of taking novel intuitions in the aspects that possibly will contribute to the phenomenon of HR professionals' effectiveness and also to the theory of Resource-Based View (RBV) by emphasizing HR professionals as a source of sustainable competitive advantage for a firm. First of all, this research had established the relationship between human resource development, organizational culture and HR professionals' effectiveness by the interaction of high performance work system in the background of an under-researched country in the field of HRM particularly in HR professionals' effectiveness (Ahmad et al., 2012; Aycan et al., 2000; Shahzad et al., 2008) by dint of the theoretical framework grounded on the theory of RBV which is a significant contribution to the theory.

Formerly, a large amount of studies on HR professionals' effectiveness had been established in the developed countries as well as uppermost developing countries, for instance; Europe, USA, Malaysia and Taiwan (Boselie & Paauwe, 2005; Han et al., 2006; Long, 2009; Ulrich et al., 2007). However, findings of those researches may not be valid in the context of developing countries like Pakistan or similar to it. The results of the current study would be different as compared to above mentioned countries in a perceptive that unique national culture and social values as well as diversified nature of HR practices would have dissimilar effects. In addition, the research model of the current study was unique in sense that it has been developed

based on the extensive literature review and affirmed by the data obtained from the qualitative field study.

Present study as stated earlier, highlighted that in Pakistan HR professionals are unable to prove their added value to the organizational performance especially in telecom sector, which might be due to their incompetencies (Ahmad et al., 2014; Ahmad et al., 2012; Mangi et al., 2012) and lack in their core competencies 'knowledge, skills and abilities', since HR development is an imperative issue in the telecom sector of Pakistan (Halepota & Shah, 2011). Therefore, the study has added to the theoretical contribution through establishing the fact that by developing employees' knowledge, skills and abilities, the organizations can realize its financial goals via increasing employees' performance and sustaining competitive advantage (Delaney & Huselid, 1996; Hsu et al., 2007; Snell et al., 1999).

Moreover, by introducing organizational culture as a predictor of HR professionals' effectiveness this study has further contributed to the theory. Previously, several researchers in different settings other than Pakistan have studied the impact of organizational culture on effectiveness at organizational level (Clugston et al., 2000; Deem et al., 2010; Klein, Bigley & Roberts, 1995; Wasti, 2003), nonetheless, this study applied the concept at individual level by undertaking organizational culture as a source of competitive advantage as specified by (Barney, 1992; McMahan, 1992). The aim behind presenting organizational culture was to classify the relation among HR professionals' effectiveness and the behavioural and cognitive experiences at an individual level. Meanwhile, Uddin and his colleagues underlined the prominence of testing organizational culture in South Asia by accrediting that multinational

organizations are expanding their businesses in developing countries (Uddin et al., 2013) similar to telecom firms in Pakistan, however, it was vital to inspect how organizational culture influences employees' effectiveness in the telecom sector of Pakistan. Hence, the study contributed in the theory by undertaking organizational culture as a source of competitive advantage and a strong predictor of HR professionals' effectiveness in the state of current study.

Additionally, one of the most noteworthy theoretical contribution was the moderating role of high performance work system in the relationship between human resource development and organizational culture with HR professionals' effectiveness in telecom sector of Pakistan. Former literature as stated earlier depicts that moderator plays a significant role to intervene the relationship among predictor and criterion variable (Chenhall & Brownell, 1988; Krasner, 1982; MacKinnon et al., 2002). Further, the inspiration of embracing high performance work system as moderator has been advanced from the study of Ryu and Kim (2013) as indicated previously, however, it is postulated that firms can accomplish sustainable competitive advantage through the comprehension of high performance work system as a competitive instrument (Batt, 2002; Boxall, 2003) by developing the core competencies of employees and via creating the competitive and healthy working environment where employees feel empowered.

The findings have brought a clear indication that the moderating role of high performance work system was empirically significant. Remarkably, high performance work system has documented significant role by strengthening the correlation between human resource development and HR professionals' effectiveness, whereas, by

weakening the link between organizational culture and HR professionals' effectiveness. It is significantly supported by (Sharma et al., 1981; Sekaran & Bougie, 2011) who proposed that moderating variable might strengthen or weaken the correlation amongst predictor and criterion variable. Specifically, this study is expected to augment the understanding of researchers in relation to the psychological process of how human resource development and organizational culture would impact on HR professionals' effectiveness by way of moderating role of high performance work system. However, establishing this moderating relationship in the context of South Asia and more precisely in Pakistan is a significant contribution to the theory.

In addition to that, the paramount theoretical contribution of the study has been originated in the form of establishing nine core strategic functions along with their thirty nine elements (see Table 5.3) which significantly predict the effectiveness of HR professionals. However, these core strategic functions and their elements were initiated in the qualitative phase of this study by the semi-structured interviews and they are purely the perceptions of HR specialists in telecom firms of Pakistan. Over and above, researcher has contributed to the theory by adding twenty five indicators as a measurement tool to assess the level of HR professionals' effectiveness. These twenty five measurement items have been developed constructed on the elements of core strategic functions which were driven by the qualitative field study (see section 4.6.6 for further details). However, these are reflective measurement items which followed the guidelines specified by Hair et al. (2014), moreover, these indicators essentially provide the basis of the level of HR professionals' effectiveness. Besides, this study also contributes to the theory by forming the level of HR professionals' effectiveness

as yardsticks for the future researchers. The notion behind is that HR professionals must be essentially engaged with these core strategic functions and their elements for the purpose of augmenting their effectiveness. Nonetheless, the study adds to the existing body of knowledge by not only introducing these strategic functions and their elements but then also by testing them empirically. This contribution might be stated to as theory confirmation along with theory expansion and enhancement since Whetten (2009) claimed that commencement of new theory or addition to existing ones is reflected as a contribution to the theory.

In other expression, as per Rod (2009) contended that every theory would persistently emerging and evolving, this practice of evolvement would be long-lasting. However, this entails the extension to the theory through testing well-established theoretical models under the context of novel settings or in novel backgrounds. Similarly, Phillips and Pugh (2010) specified that an original PhD work can be elaborated by the way of incorporating what was formerly disintegrated, for instance by adding a construct to an existing theory or by testing to different contexts. Therefore, the findings of the current study had pointed out the robust sustenance for the notion of the RBV of the firm. The relevance of RBV theory which had been pragmatic previously through a range of conditions in the western countries is prolonged to the human resource development, organizational culture, HR professionals' effectiveness and moderating effect of high performance work system linkages in the context of South Asia at large, and precisely to Pakistani context.

6.4.2 Methodological Implications and Contributions

There are very limited research studies up till date to investigate the phenomenon of HR professional's effectiveness in the context of Pakistan (Ahmad, Kausar & Azhar, 2015). Even though, studies which do exist in the context of Pakistan or even in global context (Ahmad et al., 2015; Ahmad et al., 2013; Ahmad et al., 2012; Han et al., 2006; Wright et al., 2001), yet they have deployed quantitative research approach only to investigate the phenomenon. The methodological contribution that has driven the current study uses mixed-method approach, in which, first phase resided with qualitative research approach to affirm the initially proposed constructs while phase two pragmatic quantitative research approach to test the relationship of predictors with criterion variable by the way of hypotheses testing. The main purpose of conducting mixed-method approach was to gain insight outlooks into employees' experiences at workplace and to recognize the progressions. Though, employees' explanations of their experiences at workplace have offered a more affluent picture of their experiences a merely quantitative approach can deliver. Subsequently, mixed-method approach which is pertinent to the current research, was one of the earliest in exploring the HR professionals' effectiveness in Pakistan.

In addition to that, as a foundation of methodological contribution, this study contributes in enhancing the quantitative methodological approach particularly in a way of analysis techniques. For instance, previous studies on the HR professionals' effectiveness have applied different analysis techniques solely using SPSS or Excel to test the phenomenon (Ahmad et al., 2015; Ahmad et al., 2013; Han et al., 2006; Lawler & Mohrmn, 2003; Wright et al., 2001). Nevertheless, this study has practiced the SEM-PLS approach, that is capable of assessing both measurement and structural models

simultaneously, which is also a significant contribution of this study in SHRM as well as methodology literature. Over and above, even though PLS-SEM has acknowledged remarkable consideration in the past (Ringle et al., 2005; Preacher & Hayes, 2004), for instance, behavioural science (Bass, Avolio, Jung & Berson, 2003), marketing (Hair et al., 2011; Henseler et al., 2009), management information system (Chin et al., 2003) and business strategy (Hulland, 1999), yet just a few of its application assessed certain advanced level of analyses, for instance, effect sizes (f^2) predictive relevance (Q^2) and its effect sizes (q^2). Computing these analyses further advanced the understanding of the utmost significant predictor in enlightening the R^2 of the criterion latent construct as well as the predictive relevance of the model. Additionally, since a graphical depiction expresses a robust message than words, therefore, graphical representation of the moderation plots were presented in this study.

6.4.3 Managerial Implications and Contributions

Besides, the theoretical and methodological contribution, the study is also important for HR practitioners and organizations, as it further enhances the managerial understanding of the importance of human resource development and organizational culture to boost HR professionals' effectiveness in an organizational context. Even though the study was conducted in telecom sector of Pakistan, its results might relate to different organizations worldwide as a consequence of its generic nature. However, findings provide suggestions and guidelines which can facilitate HR professionals of telecom sector 'specifically' and HR professionals of other local and global organizations. The literature depicts that HR professionals are labelled as personnel managers for a long time and they have not been reflected to be a part of any strategic

development process. Similarly, Balagam and Fariduddin (2008) underlined that telecom firms of Pakistan are not giving any importance to HR professionals, yet they are not playing any strategic role in the organization, nonetheless, findings of the study might help HR professionals to spot extra value to the organizations so they should start positioning HR at the centre of their strategic mission and vision as HR is the most valuable asset of any organization.

Besides, by customizing the findings of the study, organizations might be able to reduce the employees' associated issues and challenges, for instance, inefficiency of HR professionals (Ahmad et al., 2012; Balagam & Fariduddin, 2008; Mangi et al., 2012), HR development (Halepota & Shah, 2011), employee retention (Balagam & Fariduddin, 2008), employee turnover (Rana et al., 2009; Hussain & Asif, 2012) reference, selection standards, discrimination and culture in recruitment process (Malik et al., 2012) and job stress (Mansoor et al., 2011). First and foremost, the performance of organizations strongly be contingent with their aptitude to attract, recruit, manage as well as motivate their employees, however, the excellence of the HR professionals performing these functions essentially be of the greater order.

Additionally, HR professionals need to keep up their pace with advanced technology by attaining progressive knowledge, skills and capabilities to make the most of the technological deviations in this dynamic environment. Telecom firms of Pakistan can leverage the available competences if they can align it successfully with the HR systems they are using. In telecom sector, as any other vital sector of a country, employees are the backbone and the telecom firms would require to carefully hire, motivate, train and develop their employees. In other words, top executives of telecom

firms are expecting their HR professionals to provide them with competent, well trained, highly motivated and professional employees. These employees would ultimately contribute to the growth of the telecom firms of Pakistan. But this would only be possible if the organization will provide them with strong, healthy and flexible organizational culture. Consequently, this implication is momentous assuming the nature and issues confronted by telecom firms in Pakistan.

6.5 Limitations of the Study

In behavioural science research, perhaps there can be few theoretical and/or methodological limitations which might not have been fully taken care of most frequently, due to various factors beyond the control of the researcher. However, serious consideration of which might have improved the reliability and validity of the research findings. Although, the current study deals with several essential insights into the implication of HR professionals' effectiveness, the contribution of this research must be held in view of various limitations. These limitations need to be acknowledged which may possibly provide indicators for future research studies.

First of all, the results of the study are only limited to telecom sector and might not be applicable to other industrial sectors of Pakistan even though the study offers novel insights into the phenomenon of HR professionals' effectiveness, therefore, it confines the generalizability of the findings. Moreover, the study was abundantly constrained with the absence of sampling frame of HR professionals 'HR specialists and HR generalists' in telecom firms of Pakistan prior to the qualitative field study. Accordingly the population of the study was unknown and vague, which subsequently was verified by the qualitative participants "HR executives". This might be due to the

dearth of research culture in Pakistan. Consequently, a non-probabilistic sampling technique was applied that was not reliant on sampling frame which is least generalizable.

Additionally, sample size adapted in the quantitative phase of the study may not specifically represent the whole population as it was relatively small sample size following the yardsticks specified by Krejcie and Morgan (1970) which might be another limitation of the study. Nevertheless, sample size is still acceptable grounded on G*Power analysis recommended by Hair et al. (2014) and Lowry and Gaskin (2014) as well as it is adequate for using PLS-SEM (Hulland, 1999). Though, extreme effort was made to collect further data via frequent follow ups, but owing to the exceptionally dynamic industry, HR professionals were extremely busy with performing their daily responsibilities particularly considering the proceeding mergers and acquisitions at present in the telecom sector of Pakistan. Hence, by reason of limited time and financial resources, the survey was called off.

Furthermore, one should be extremely vigilant in bearing in mind that most of HR professionals in telecom sector have obtained their initial education and learning from local universities in Pakistan and they carry the similar inputs to their job environments. Nonetheless, in such conditions relating to the activities of these HR professionals from one telecom firm to another, it propose that their core competencies on average should be generalizable. In addition to that, it was also found that the cultural variation within the telecom firms of Pakistan has not grasped a level where we can allege each telecom firm was unique. Particularly, from the insights of HR professionals the effectiveness level of HR professionals typically was same across

almost each telecom firm. Despite the fact that, telecom firms might vary as of other industrial and economic segments in the context of Pakistan and also worldwide, hence, it must be acknowledged when generalizing the findings. Similarly, it has increased the requirement for expanding this research model to other industrial sectors of Pakistan to get an inclusive depiction of HR professionals' effectiveness within an economic framework.

An additional point is that the current study had adopted mixed-method approach to offer a more comprehensive findings by verifying the constructs in phase one and then testing them in phase two. However, the study had tested the research model through developing one-dimensional parameter of entire constructs by overlooking the dimensions of each construct. This might be due to several constraints, for instance, limited accessibility of sample size within the quantified time period as well as the nature 'mixed-method approach' of the research. As a result, it limits the inclusive picture of the latent constructs as multidimensional parameters may perhaps offer a better understanding of the power of each construct.

6.6 Future Research Directions and Recommendations

Previous section has discussed the limitations of the current study. However, these limitations propositions opportunities for forthcoming research studies. Consequently, the following section reflected these avenues and directs suggestions for prospect researchers to discover these avenues.

To begin with, future researchers might want to explore the possible extension of this research. As stated earlier, the present study has several limitations linked to generalization of the results. Though, upcoming research studies may possibly

embrace a bigger sample size to make the findings more accurate and can be generalized to the global context. Hence, data can be attained from several dissimilar organizations and/or many other sectors as well as numerous levels (first-line, middle or upper) of employees and positions can be incorporated in impending researches. Mainly, scholars should examine the relevance of the findings of the current study in other cultural and institutional settings in Pakistan in order to flourish the significance and extra value of HR department to augment organizational performance. Furthermore, this study also propose upcoming studies to collect data in longitudinal approach, this may improve the understanding of the phenomena through inspecting whether HR professionals' effectiveness is truly the outcome of human resource development and organizational culture. This can also assist the issue of generalizability as previously mentioned.

Predominantly, high performance work system is an infant phenomenon in Asia more precisely in Pakistan, while it has evident an effective and remarkable success exclusively in organizations in the Western context. It will be remarkable to discover whether the impressive findings could be applied to non-western backgrounds since there has been enormous dissimilarity in culture and management practices between Asian firms and Western firms. Hence, upcoming studies can test its practicability at both individual and organizational levels in different cultural settings within Pakistan in order to gain competitive advantage. In addition to that, having said that organizational culture can tremendously influence HR professionals' effectiveness and also organizational effectiveness, yet one may find very few studies on organizational culture in the background of Pakistan. Future studies can assess the link

of organizational culture with other relevant factors through quantitative surveys or qualitative field interviews.

Additionally, as it is specified before, the current study has ignored the multi-dimensional parameters to investigate the dimensional effects of latent constructs on HR professionals' effectiveness. Nonetheless, future researches should also include multidimensional hypotheses while testing the same research model in their studies bearing in mind it might expand the horizon of the current understanding of phenomena. Likewise, with the intention of maintaining parsimonious research model this study conceivably have overlooked various essential predictors of HR professionals' effectiveness. Consequently, this study recommends forthcoming scholars to offer a more comprehensive understanding by expanding the horizon of the research model. In conclusion, future research might examine the influence of demographic variables to test the phenomenon, for instance, working experience, industrial experience, gender, designation, knowledge, tenure, position etc.

6.7 Summary of the Chapter

To summarise, even though there were few limitations, however, the present study has achieved all of the three research objectives as presented in chapter one. First objective was to measure the level and internal process of HR professionals' effectiveness. Second objective dealt with the influence of human resource development and organizational culture on HR professionals' effectiveness. While the last objective cope with the moderating role of high performance work system in the relationship between human resource development and organizational culture with HR professionals' effectiveness. The findings of the study had supported three research

hypotheses whereas rejected one. This research offers several contributions in theoretical, practical and methodological context. Furthermore, it has also highlighted the research limitations of the study, especially relating to sample size, one-dimensional parameter and generalizability issue. A brief discussion of the future research directions for conducting the research concluded this thesis.



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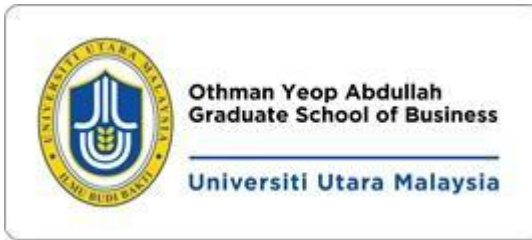
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APPENDICES

APPENDIX A



INTERVIEW PROTOCOL

1. Demographic and Work Information

- How long that you have been working with the current company?
- How long that you have been in this field/ in the current position?
- May I know your highest qualification as regard to your current position?
- Could you please explain what are your responsibilities and duties that you need to perform as (your position) ?
- Could you please describe your experiences in performing your job?
- How do you adapt yourself with the organization values and culture?

2. HR professional's Effectiveness

Please indicate (×) your level of HR professional's effectiveness below:

0% ————— Most Effective
→100%

HR professional is effective...

1.in recruiting the right candidates at right time.

0% ————— Most Effective
→100%

Please give your justification.....

2.in responsive to fulfil the needs of employee.



Please give your justification.....

3.in communicating timely information.



Please give your justification.....

4.in developing HR policies.



Please give your justification.....

5.in developing HR practices.



Please give your justification.....

6.in developing HR procedures.

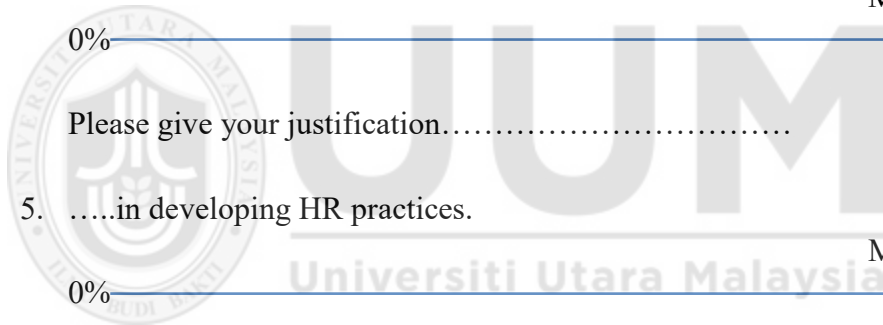


Please give your justification.....

7.in their responsibilities to meet the expectation of employees.




Please give your justification.....



8.in their roles to meet the expectation of employees.


Most Effective

0%  100%

Please give your justification.....

9.in providing good career plans for the employees.


Most Effective

0%  100%

Please give your justification.....

10.in providing support and services.

Most Effective

0%  100%

Please give your justification.....

3. Human Resource Development

- Do you understand what human resource development is?
- Why human resource development is crucial to the organization?
- Do you believe in enhancing the knowledge, skills and abilities will assist you to accomplish your work?
- Do you believe in enhancing the knowledge, skills and abilities will assist you to develop your potential career?
- To what extent would you agree in developing your knowledge, skills and abilities can enhance your effectiveness?
- How often does your organization conduct training program to enhance your knowledge, skills and abilities in performing your job effectively?
- Being HR professional what motivates you in your job?

- What kind of expectations and aspirations do you have in relation to HR professionals' effectiveness?

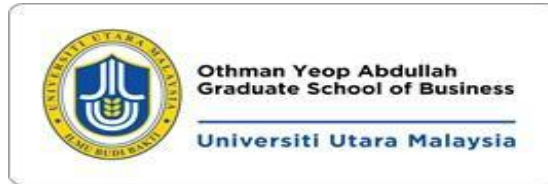
4. Organizational Culture

- Do you believe that your organization has strong or weak culture?
- Does your organizational culture influence in shaping the HR professionals' effectiveness?
- What are the elements of organizational culture which shape HR professionals' effectiveness?
- How these elements of organizational culture facilitate you to enhance your effectiveness?
- How do you adapt in your company's culture and environment?

5. High Performance Work Systems

- Does your organization practices high performance work system?
- What are the important components in HPWS?
- Which components actually contribute most to HPWS?
- Do you think the HPWS in your organization support you and your co-workers to enhance the effectiveness? If yes, then please explain which components?

APPENDIX B



SURVEY QUESTIONNAIRE

RESEARCH TITLE

HR PROFESSIONALS' EFFECTIVENESS: HUMAN RESOURCE DEVELOPMENT, ORGANIZATIONAL CULTURE AND THE MODERATING EFFECT OF HIGH PERFORMANCE WORK SYSTEM (HPWS). A STUDY AMONG TELECOM MANAGERS IN PAKISTAN

Dear Sir / Madam:

I am pleased to inform you that I am currently conducting a study on the above topic in the area of human resource management as a part of my PhD program at the Othman Yeop Abdullah, Graduate School of Business, Universiti Utara Malaysia. The study intends to understand HR professionals' effectiveness in Pakistan telecommunication sector.

Hence, I would be very grateful if you could answer all of the questions in the survey. The survey should take about 20 minutes to complete. Please answer all questions and return the completed questionnaires promptly.

Your valuable feedback counts. The survey is being conducted to collect feedback from HR Professionals (practitioners) on their views about their experiences in handling human resource matters.

Please note that your response is **private and confidential**. Individual respondents will not be identified in any data or reports. If you have any enquires about the survey, kindly contact or SMS me at 0060-11-1640-5299 or email to fareed_butt2001@yahoo.com

Thank you very much for considering your involvement, time and cooperation in this survey.

Sincerely,
Hafiz Muhammad Fareed
Ph.D. Scholar
Othman Yeop Abdullah
Graduate School of Business
Universiti Utara Malaysia

PART I
HUMAN RESOURCE PROFESSIONALS' EFFECTIVENESS

Please read the following statements and **circle** the response that closely represents your opinion.

The statements are anchored on the following 5 point Likert Scale:

1 - Strongly Disagree (SD), 2 – Disagree (D), 3 – Neutral (N), 4 – Agree (A), 5 – Strongly Agree (SA)

HR Professionals' Effectiveness

- Means the HR professionals are concerned and able to meet the goals that have been set by the management.

No.	Statements	SD	D	N	A	S A
As HR professional...						
1.	...I always recruit candidates efficiently whenever it is needed in my organization.	1	2	3	4	5
2.	...I always practice a good strategic HR planning in my organization.	1	2	3	4	5
3.	...I always practice well-established staffing process in my organization.	1	2	3	4	5
4.	...I always practice well-structured staffing technique in my organization.	1	2	3	4	5
5.	...I am always being responsive to meet the needs of the employees in my organization.	1	2	3	4	5
6.	...I am always being concerned about employees' well-being in my organization.	1	2	3	4	5
7.	...I am always being quick in responding the needs of employees in my organization.	1	2	3	4	5
8.	...I always practice the right employee relations' channels effectively in my organization.	1	2	3	4	5
9.	...I always provide useful information to my employees regarding HR issues in my organization.	1	2	3	4	5
10.	...I am always being transparent in communicating with my employees in my organization.	1	2	3	4	5
11.	...I always practice effective communication tools in my organization.	1	2	3	4	5
12.	...I always practice 360° and continuous feedback in my organization.	1	2	3	4	5
13.	...I always give value-added contributions to my organization's operational performance.	1	2	3	4	5

14.	...I always play an effective role in building my organization's human resource to become a source of competitive advantage.	1	2	3	4	5
15.	...I always propose HR policies, practices and procedures which always have been effective in supporting the job performance of the managers and employees of my organization effectively.	1	2	3	4	5
16.	...I always develop effective HR policies, practices and procedures which support the organization's business plan.	1	2	3	4	5
17.	...I always use appropriate feedback channels in my organization.	1	2	3	4	5
18.	...I always practice such HR policies which strengthen the relationships with my employees in my organization.	1	2	3	4	5
19.	...I always engage myself with my employees to get the higher satisfaction level of the employees.	1	2	3	4	5
20.	...I always ensure that HR planning align with HR practices in my organization	1	2	3	4	5
21.	...I always been proactive in executing HR practices in my organization.	1	2	3	4	5
22.	...I have a competent team which continuously monitoring HR practices in my organization.	1	2	3	4	5
23.	...I always effectively adopt HR approach in my organization.	1	2	3	4	5
24.	...I always meet the employees' expectations in performing HR roles and responsibilities in my organization.	1	2	3	4	5
25.	...I always empower my employees so they can fulfill their responsibilities effectively in my organization.	1	2	3	4	5
26.	...I always try to fulfill the needs of employees in my organization.	1	2	3	4	5
27.	...I always manage to improve my employees' motivation and morale in my organization.	1	2	3	4	5
28.	...I always practice effective evaluation tools/systems in my organization.	1	2	3	4	5
29.	...I always meet the set of key performance indicators (KPIs) to achieve my goals/objective in my organization.	1	2	3	4	5
30.	...I always manage my employees effectively in my organization.	1	2	3	4	5
31.	...I always practice performance management system effectively in my organization.	1	2	3	4	5
32.	...I always identify those employees with high performance and offer them with good career development opportunities in my organization.	1	2	3	4	5
33.	...I always provide/facilitate good career plans to the employees in my organization.	1	2	3	4	5

34.	...I always foster good values to provide support and services to my employees in my organization.	1	2	3	4	5
35.	...I always believe in team members' support to fulfill my tasks effectively in my organization.	1	2	3	4	5
36.	...Overall, I am satisfied with the support and services provided to the employees in my organization.	1	2	3	4	5



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PART II
HUMAN RESOURCE DEVELOPMENT

Please read the following statements and **circle** the response that closely represents your opinion.

The statements are anchored on the following 5 point Likert Scale:

1 - Strongly Disagree (SD), 2 – Disagree (D), 3 – Neutral (N), 4 – Agree (A), 5 – Strongly Agree (SA)

Human Resource Development

- Refers to the knowledge, skills and abilities residing with and utilized by individuals to perform their tasks effectively.

No.	Statements	SD	D	N	A	SA
1.	HR professionals in my organization have skills that would be very difficult to replace.	1	2	3	4	5
2.	HR professionals in my organization have skills that are not available to our competitors.	1	2	3	4	5
3.	HR professionals in my organization have skills that are widely considered the best in the industry.	1	2	3	4	5
4.	HR professionals in my organization have skills that are developed through the job experiences.	1	2	3	4	5
5.	HR professionals in my organization have skills that are unique to the organization.	1	2	3	4	5
6.	HR professionals in my organization have skills that are difficult for our competitors to imitate.	1	2	3	4	5
7.	HR professionals in my organization have skills that are customized to particular needs.	1	2	3	4	5
8.	HR professionals in my organization are encouraged for creating innovations.	1	2	3	4	5
9.	HR professionals in my organization create customer value.	1	2	3	4	5
10	HR professionals in my organization know how to minimize cost of : a. production	1	2	3	4	5
	b. service	1	2	3	4	5
	c. delivery.	1	2	3	4	5
11	HR professionals in my organization enable our firm to provide excellent customer service.	1	2	3	4	5
12	HR professionals in my organization contribute in developing products/services that are considered the best in the industry.	1	2	3	4	5
13	HR professionals in my organization directly affect organizational efficiency and productivity.	1	2	3	4	5

14	HR professionals in my organization enable our firm to respond to new or changing customer demands.	1	2	3	4	5
15	HR professionals in my organization directly affect customer satisfaction.	1	2	3	4	5
16	HR professionals in my organization are responsible to maintain high quality products/services.	1	2	3	4	5
17	HR professionals in my organization are influential for making process improvements.	1	2	3	4	5
18	HR professionals in my organization are responsive to the new approaches.	1	2	3	4	5
19	HR professionals in my organization are able to monitor their work to ensure that they meet or exceed standards.	1	2	3	4	5
20	HR professionals in my organization are capable to satisfy internal and external customers.	1	2	3	4	5
21	HR professionals in my organization tend to work in a team and help team members during work.	1	2	3	4	5



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PART III
ORGANIZATIONAL CULTURE

Please read the following statements and **circle** the response that closely represents your opinion.

The statements are anchored on the following 5 point Likert Scale:

1 - Strongly Disagree (SD), 2 – Disagree (D), 3 – Neutral (N), 4 – Agree (A), 5 – Strongly Agree (SA)

Organizational Culture

- Refers to a common view of workplace practices within an organization which gives the organization a sustained competitive advantage over its competitors.

No.	Statements	SD	D	N	A	SA
1.	Notwithstanding different belief, importance is place on respect for collective decisions.	1	2	3	4	5
2.	My organization actively engages in shaping a better organizational value.	1	2	3	4	5
3.	HR professionals in my organization are motivated to constantly search for better ways (continuous improvement) of getting job done.	1	2	3	4	5
4.	HR professionals in my organization encourage their employees to be creative.	1	2	3	4	5
5.	HR professionals in my organization create clear goals for performance expectations.	1	2	3	4	5
6.	HR professionals in my organization are highly valued.	1	2	3	4	5
7.	HR professionals in my organization communicate openly with their subordinates.	1	2	3	4	5
8.	HR professionals in my organization always support their subordinates.	1	2	3	4	5
9.	HR professionals in my organization are highly committed to the fundamental actions of the business.	1	2	3	4	5
10.	Each sub-unit within my organization is keenly operating in a coordinated way by cooperating efficiently towards the achievement of organizational goals.	1	2	3	4	5
11.	My organization emphasizes on individual responsibility for clearly defined result.	1	2	3	4	5
12.	There are clear policies and procedures that govern the ways employees behave in my organization.	1	2	3	4	5

PART IV
HIGH PERFORMANCE WORK SYSTEM

Please read the following statements and **circle** the response that closely represents your opinion.

The statements are anchored on the following 5 point Likert Scale:

1 - Strongly Disagree (SD), 2 – Disagree (D), 3 – Neutral (N), 4 – Agree (A), 5 – Strongly Agree (SA)

High Performance Work System

Refers to is the system which includes rigid recruiting and selection protocols, performance management, incentive compensation systems, and employee training and development activities that are designed to acquire, refine, and reinforce employee’s knowledge, skills and behaviors necessary to implement the firm’s competitive strategy

No.	Statements	SD	D	N	A	SA
1.	Our organization selects people using various recruitment approaches.	1	2	3	4	5
2.	Our organization hires qualified employees effectively.	1	2	3	4	5
3.	Our organization invests in various kinds of training programs which enhances employees’ performance.	1	2	3	4	5
4.	Our organization pays employees according to the extent they contribute to an improvement of job-related knowledge and skills in themselves.	1	2	3	4	5
5.	Our organization encourages employees to participate in the organization’s decision making.	1	2	3	4	5
6.	Our organization elicits and acts on suggestions and feedback provided by employees effectively.	1	2	3	4	5
7.	Our organization encourages employees to work cooperatively to accomplish objectives.	1	2	3	4	5
8.	Our organization communicates important organizational information to employees effectively.	1	2	3	4	5
9.	Our organization has a clear strategic mission that is well communicated to all employees.	1	2	3	4	5

PART V
RESPONDENT'S BACKGROUND

The following information is strictly confidential and will only be used for research purpose.
I will be grateful if you could kindly fill the required information.

Instruction: Please **TICK (√)** in the appropriate box.

1. Organization:

<input type="checkbox"/>	Mobilink	<input type="checkbox"/>	Zong
<input type="checkbox"/>	Telenor	<input type="checkbox"/>	Warid
<input type="checkbox"/>	Ufone	<input type="checkbox"/>	

2. Gender:

<input type="checkbox"/>	Male	<input type="checkbox"/>	Female
--------------------------	------	--------------------------	--------

3. Age:

<input type="checkbox"/>	Less and 30 years	<input type="checkbox"/>	31 – 40 years
<input type="checkbox"/>	41 – 50 years	<input type="checkbox"/>	51 years and Above

4. Highest Qualification:

<input type="checkbox"/>	Ph.D.	<input type="checkbox"/>	MS/M. Phil
<input type="checkbox"/>	Masters	<input type="checkbox"/>	Bachelors

5. Designation:

<input type="checkbox"/>	HR Manager/Executive	<input type="checkbox"/>	Line Manager
<input type="checkbox"/>	Operations Manager	<input type="checkbox"/>	Relationship Manager
<input type="checkbox"/>	Functional Manager	<input type="checkbox"/>	Any other title, please specify ()

6. Years of Working Experience in the current position in this Organization

<input type="checkbox"/>	1 – 3 years	<input type="checkbox"/>	4 – 6 years
<input type="checkbox"/>	7 – 9 years	<input type="checkbox"/>	10 – 12 years
<input type="checkbox"/>	More than 12 years	<input type="checkbox"/>	

7. Years of Working Experience in this Organization

<input type="checkbox"/>	1 – 3 years	<input type="checkbox"/>	4 – 6 years
<input type="checkbox"/>	7 – 9 years	<input type="checkbox"/>	10 – 12 years
<input type="checkbox"/>	More than 12 years	<input type="checkbox"/>	

8. Email Address: _____

THANK YOU!

APPENDIX D

Outliers Table

Sr. No.	Mahalanobis	Cook	Leverage
1	15.46333	.01405	.39650
2	9.77675	.00s707	.25069
3	6.75283	.01209	.17315
4	6.64101	.33431	.17028
5	6.64101	.33431	.17028
6	6.53161	.00977	.16748
7	6.50154	.01970	.16671
8	5.20642	.00274	.13350
9	4.89127	.03610	.12542
10	4.62675	.01716	.11863
11	3.92419	.00753	.10062
12	3.51481	.00453	.09012
13	3.48933	.25346	.08947
14	3.32123	.00278	.08516
15	2.13558	.03898	.05476
16	1.90690	.00181	.04889
17	1.87673	.02730	.04812
18	1.86126	.00054	.04772
19	1.80914	.00183	.04639
20	1.80914	.00183	.04639
21	1.74918	.01601	.04485
22	1.68437	.00234	.04319
23	1.59825	.00266	.04098
24	1.58472	.00529	.04063
25	1.50909	.00037	.03869
26	1.50430	.00853	.03857
27	1.15697	.00181	.02967

28	1.13718	.06006	.02916
29	1.06138	.00235	.02721
30	1.03718	.00000	.02659
31	.87812	.00003	.02252
32	.73642	.02952	.01888
33	.60414	.00082	.01549
34	.47636	.02884	.01221
35	.36480	.00446	.00935
36	.36445	.00010	.00934
37	.34915	.00783	.00895
38	.24168	.00077	.00620
39	.22671	.01091	.00581
40	.05473	.00393	.00140



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APPENDIX E

Table of Common Method Variance

Component	Total Variance Explained			Extraction Sums of Squared		
	Initial Eigenvalues			Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	29.194	36.493	36.493	29.194	36.493	36.493
2	6.968	8.710	45.202			
3	4.021	5.027	50.229			
4	3.638	4.547	54.776			
5	3.028	3.785	58.561			
6	2.896	3.620	62.181			
7	2.757	3.446	65.627			
8	2.502	3.127	68.754			
9	2.142	2.677	71.431			
10	1.975	2.469	73.901			
11	1.829	2.286	76.187			
12	1.703	2.129	78.316			
13	1.610	2.012	80.328			
14	1.484	1.855	82.183			
15	1.435	1.794	83.977			
16	1.298	1.623	85.599			
17	1.184	1.480	87.079			
18	1.148	1.435	88.514			
19	1.033	1.291	89.805			
20	.968	1.210	91.015			
21	.803	1.003	92.018			
22	.740	.925	92.943			
23	.725	.906	93.849			
24	.613	.766	94.615			
25	.561	.701	95.316			
26	.545	.681	95.997			
27	.481	.602	96.598			
28	.437	.546	97.144			
29	.402	.503	97.647			
30	.382	.478	98.125			
31	.345	.432	98.557			
32	.261	.326	98.882			

33	.253	.316	99.199
34	.225	.282	99.480
35	.142	.177	99.657
36	.131	.163	99.821
37	.085	.106	99.927
38	.058	.073	100.000
39	4.295E-15	5.369E-15	100.000
40	2.627E-15	3.283E-15	100.000
41	2.315E-15	2.893E-15	100.000
42	2.161E-15	2.701E-15	100.000
43	1.695E-15	2.119E-15	100.000
44	1.575E-15	1.968E-15	100.000
45	1.343E-15	1.678E-15	100.000
46	1.274E-15	1.593E-15	100.000
47	1.195E-15	1.494E-15	100.000
48	1.070E-15	1.338E-15	100.000
49	9.745E-16	1.218E-15	100.000
50	8.732E-16	1.092E-15	100.000
51	8.101E-16	1.013E-15	100.000
52	6.636E-16	8.295E-16	100.000
53	5.949E-16	7.437E-16	100.000
54	5.278E-16	6.598E-16	100.000
55	4.715E-16	5.894E-16	100.000
56	4.460E-16	5.575E-16	100.000
57	3.334E-16	4.167E-16	100.000
58	3.047E-16	3.809E-16	100.000
59	1.670E-16	2.088E-16	100.000
60	7.743E-17	9.679E-17	100.000
61	4.972E-17	6.215E-17	100.000
62	-8.889E-18	-1.111E-17	100.000
63	-1.536E-16	-1.920E-16	100.000
64	-1.982E-16	-2.477E-16	100.000
65	-3.120E-16	-3.900E-16	100.000
66	-3.521E-16	-4.402E-16	100.000

67	-4.392E-16	-5.490E-16	100.000
68	-5.704E-16	-7.130E-16	100.000
69	-6.838E-16	-8.547E-16	100.000
70	-7.742E-16	-9.678E-16	100.000
71	-9.075E-16	-1.134E-15	100.000
72	-1.021E-15	-1.277E-15	100.000
73	-1.134E-15	-1.418E-15	100.000
74	-1.344E-15	-1.680E-15	100.000
75	-1.459E-15	-1.823E-15	100.000
76	-1.708E-15	-2.135E-15	100.000
77	-1.943E-15	-2.428E-15	100.000
78	-2.211E-15	-2.764E-15	100.000
79	-2.866E-15	-3.583E-15	100.000
80	-4.626E-15	-5.783E-15	100.000

Extraction Method: Principal Component Analysis.

APPENDIX F

Table of Normality

Case Processing Summary							
	Valid		Cases Missing		Total		
	N	Percent	N	Percent	N	Percent	
	HRPE	40	100.0%	0	0.0%	40	100.0%
HPWS	40	100.0%	0	0.0%	40	100.0%	
HRD	40	100.0%	0	0.0%	40	100.0%	
OC	40	100.0%	0	0.0%	40	100.0%	

Descriptives				
		Statistic	Std. Error	
HRPE	Mean	140.6500	3.20527	
	95% Confidence Interval for			
	Mean	Lower Bound	134.1667	
		Upper Bound	147.1333	
	5% Trimmed Mean		141.9167	
	Median		141.5000	
	Variance		410.951	
	Std. Deviation		20.27193	
	Minimum		85.00	
	Maximum		180.00	
	Range		95.00	
	Interquartile Range		24.75	
	Skewness		-.884	.374
	Kurtosis		1.291	.733
	HPWS	Mean	35.0500	.93914
95% Confidence Interval for				
Mean		Lower Bound	33.1504	
		Upper Bound	36.9496	
5% Trimmed Mean			35.3056	
Median			36.0000	
Variance			35.279	
Std. Deviation			5.93965	
Minimum			15.00	
Maximum			45.00	
Range			30.00	
Interquartile Range			7.00	
Skewness			-1.012	.374

HRD	Kurtosis		2.000	.733
	Mean		81.6000	2.41146
	95% Confidence Interval for	Lower Bound	76.7224	
	Mean	Upper Bound	86.4776	
	5% Trimmed Mean		81.8333	
	Median		81.0000	
	Variance		232.605	
	Std. Deviation		15.25140	
	Minimum		49.00	
	Maximum		115.00	
	Range		66.00	
	Interquartile Range		21.75	
	Skewness		-.189	.374
	Kurtosis		-.173	.733
OC	Mean		45.9250	1.13419
	95% Confidence Interval for	Lower Bound	43.6309	
	Mean	Upper Bound	48.2191	
	5% Trimmed Mean		46.1944	
	Median		48.0000	
	Variance		51.456	
	Std. Deviation		7.17327	
	Minimum		30.00	
	Maximum		60.00	
	Range		30.00	
	Interquartile Range		11.25	
	Skewness		-.630	.374
	Kurtosis		-.336	.733

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
HRPE	.109	40	.200*	.945	40	.050
HPWS	.147	40	.030	.934	40	.023
HRD	.083	40	.200*	.978	40	.603
OC	.164	40	.009	.928	40	.014

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction